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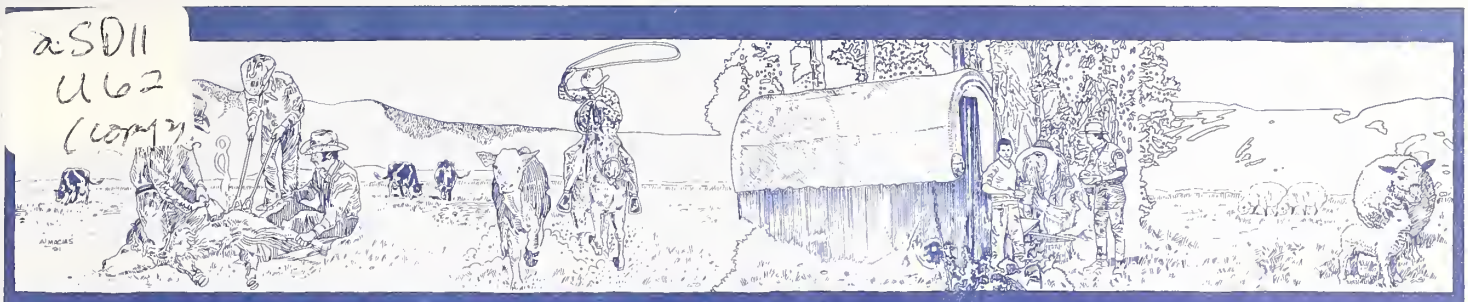

INTERMOUNTAIN REPORTER

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Colleen Anderson, Editor
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"Permittees never appealed in the past. They went to see the Ranger and worked it out. Now they write a letter."

—Dale Torgerson, Regional Appeals Coordinator (page 4).

"Of all the multiple uses on public lands, grazing is capable of doing the most good."

—Patricia Honeycutt from the Oregon office of the Izaak Walton League (page 19).

"I've never had a Forest Service employee come and ride this range with me."

—Jim Hagenbarth, a permittee on the Targhee National Forest (page 21).

"We want to keep ranchers in business and stop the growth of 'ranchettes'. . ."

—Izaak Walton League's Associate Executive Director Maitland Sharpe (page 22).

"I needed to move . . . It was tough on my family. The town of 700 people were all against us."

—Ron Stellingwerf transferred after receiving community pressure to move because of his involvement in a battle to revise an allotment management plan on the Sheridan Ranger District in Region 1 (page 7).

"We are requiring more and more effort from our grazing permittees and miners."

—Charlie Swearingen, Resource Technician, Idaho City Ranger District, Boise National Forest, feels all Forest permittees should be required to meet equal standards (page 10).

"If the Forest Service does not enforce range standards, we are very vulnerable to litigation."

—Humboldt Forest Supervisor John Inman (page 13).

"The biggest compromise we had to make was agreeing that ranchers had the right to protect their livestock."

—Alison Beechert, Manager of the Animal Shelter for Wood River Valley (page 25).

"We bring people on tours and they say, you did THIS to the land?"

—Jerrie Tipton, a permittee practicing holistic resources management on the Austin Ranger District of the Toiyabe National Forest (page 16).

"OK Agriculture, you billed yourselves as the best stewards of the public lands but we're looking at threatened and endangered species and riparian habitat and questioning how well you've done."

—Dave Torrell, Nevada State Extension Agent (page 18).

"A 1991 Government Accounting Office report found that Forest Service range managers focus on problem allotments leaving 75 percent unmonitored."

—(page 27)

SPECIAL RANGE ISSUE

CHANGE on the RANGE

Public rangelands. . . .
. . . Are they the next western front for the battle between preservationists and traditional users of National Forests? OR, are they the site of cooperation, coordination and a new way of resource management?

. . . Are they the last chance for the American cowboy who is fighting a losing battle to preserve a way of life? OR are they the open spaces of deserts, canyonlands and plains where a growing number of Americans seek the solitude and peace they've lost in their artificial, crowded, urban existence?

The thousands of acres of western public rangelands are probably all of the above. Involved in their management are ranchers, hikers, hunters, animal rights advocates, Congressmen, county commissioners, scientists, predator control experts, anglers, extension agents, natural resources managers and, yes, even Earth First! In the Intermountain Region, historically known as a "range region," range professionals play a starring and difficult role.

David Grider.

"You never get comfortable with the conflict," says David Grider, Tonopah District Ranger (Nevada), who has gained national attention, a $28 million lawsuit and first name familiarity with Washington Forest Service and Agriculture Department officials for impounding and selling cattle that grazed on closed allotments in central Nevada. "It's not fun. We're dealing with someone's life." But, "when we sought our jobs, we accepted the responsibility."

'It's hard," says Calvin Baker, Resources Staff in Kamas, Utah. Local ranchers who graze their cattle in the High Uintas must compete with growing numbers of Salt Lake Valley recreationists.

"Ten years ago you met a permittee once a year, discussed the operating plan, shook hands and let him do his thing," says Tom Froelli, Range Conservationist on the Austin Ranger District in Nevada. "That's not acceptable anymore. You have to communicate constantly."

Warren Ririe.

"We want to support permittees but realize that things have to change," Warren Ririe, Boise Range Staff, tells District Range Conservationists who must balance grazing programs with public desires for water quality, endangered species, fishery and game populations, and open space. "Try to make the change as beneficial as possible for the permittee but, if it isn't beneficial, you still have to make the change."

THE NATIONAL PICTURE

"Change on the Range" is the Forest Service "in vogue" phrase for shifting rangeland management from emphasizing red meat production to basic soil, water and vegetative resource productivity.

Don Nelson, Washington Office Range Administration, lists some of the events that contributed to change as: new laws requiring more environmental scrutiny, forest planning, the 1986 National Grazing Fee Review that compared fees on public and private land and the 1988 General Accounting Office (GAO) report on poor riparian conditions in the West.

Range professionals had been ready for the "change" for some time. In 1986, they told the Range Barriers Task Force that "existing goals and directives do not meet the current need for integrated range management," Nelson said. Change on the Range took on the barriers. In 1989, Forest Service and Bureau of Land Management managers met

with wildlife, environmental and livestock interests in Albuquerque to chart the new course. Nelson noted several national policy changes that have been made since then:

- Forest Supervisors now can delegate to District Rangers the authority to cancel, suspend or approve grazing permits;
- Measurements of range productivity shifted from animal use months—to number of acres managed—to Forest Plan standards and guidelines;
- Allotment management plans (AMP) and grazing permits were brought under the same National Environmental Policy Act process used for other resources;
- Public involvement. Nothing new here. Many range practitioners already use Coordinated Resources Management—a way to include all affected interests in allotment management planning. And since 1970, the Forest Service has been required by the National Environmental Policy Act to involve the public in all decisions impacting the environment. But it is a radical idea to ranchers who use adjacent public lands to augment their private grazing land. They see range management as part of their own operational planning.

Public involvement elevated the range issue, notes Bob Joslin, Intermountain Deputy Regional Forester for Resources.

> *"Forest planning led to intense public scrutiny and pressure to manage the ground. Also, the politics have changed. Earlier, the livestock industry had the undivided attention of the western congressional delegation. That is no longer necessarily so because they are hearing different messages from their constituents. Forest planning got more people interested and talking to their congressional delegation."*

Bob Joslin.

THE REGIONAL PICTURE

Much interest focuses on lands within the Intermountain Region.

Bob Hamner.

> *"The isolation of the Intermountain West is gone. Even northeastern Nevada has been discovered," explains Bob Hamner, Region 4 Program Manager for Range Permit Administration. "People are coming here who have different perspectives." He's glad to see it. "We are gradually recognizing that the range resource has finite capabilities and our job is to be resource managers."*

Many range professionals are just circling back to where they wanted to go all along, says Pat Aguilar, Region 4 Legislative Coordinator who also chairs the International Affairs Committee for the Society for Range Management. In some ways, it's part of the historic cycle of commodity versus amenity interests on western public lands.

Pat Aguilar.

Region 4 range managers took tough stands in the 1940's and 50's to restore the productivity of mountain watersheds damaged by overgrazing. In Utah, 60-80 percent of the livestock were removed from some locations and some operators went out of business.

By the 1970's, agency emphasis was on healing the hurt relationships with permittees. A system was developed to benefit the permittee. Grazing fees went to range improvements—mostly determined by livestock advisory groups. The 1960's and 1970's saw a comfortable coalition of range managers, ranchers, university researchers, consultants and western politicians all interested in maximum economic productivity from public lands.

Forest Service management in the 60's and 70's was a "don't make waves approach. We didn't want appeals; appeals were a black mark." says Bob Hamner. "We let Nevada go 20 years. Livestock people accepted that as the norm. During that period, we moved from resource involvement to people involvement."

The Baby Boom generation is more interested in environmental values, Aguilar said, "and the environmental movement has given us laws to do what in our hearts we want to do."

However, it's a massive job. Every year, livestock grazing affects more acres of land than any other use, Bob Hamner says.

Ray Hall.

Region 4 now permits some 2.3 million cattle to graze; the RPA projection is 1.8 million, says Ray Hall, Regional Range and Watershed Director. "We have a major problem with Forest Plans. They don't reflect the reductions that may be required on many allotments with unsatisfactory conditions. "Plans show we're going to maintain utilization at a level not conducive to a downhill trend."

Region 4 has 1,900 allotments. Probably 20 percent of those have good AMP's. Probably 20 percent have never had any planning, and maybe 60 percent are somewhere in between, Hamner says. "I see probably 1,000 to 1,100 AMP revisions ahead."

Each revision will mean a few years of vegetative monitoring, trying different methods with permittees (i.e.; seasons, moving cattle, fencing and other ways to better manage utilization) and making decisions supported by careful environmental analyses with input from everyone interested in that piece of ground.

Scrutiny is intense. Appeal statistics reflect that. The past year or so, Region 4 has led the Nation in the number of range-related appeals. In 1987, the Regional Office handled 10; in 1990, 18. Nine months through 1991, we had 21; 33 if counting multiple appeals. Appeals come from all sides. Ranchers appeal grazing permit reductions, shorter grazing times, permit cancellations, and decisions to allow transplants of big game which allegedly compete with stock for forage. Environmentalists and animal rights advocates appeal predator control programs that protect livestock.

The escalating number of appeals largely comes from the Forest Service implementing legally-mandated processes for range management. "We never used to do NEPA on predator control," says Dale Torgerson, Regional Appeals Coordinator. "Now, most of the range issues appealed involve both proper NEPA and animal rights."

Revised appeal regulations allow a special process for permittees—and ranchers are using it. "Permittees never appealed in the past. They went to see the Ranger, worked it out. Now they write a letter."

Appeals don't stop range management—they just slow it. Ninety five percent of Regional Forester appeal decisions have upheld the original Ranger District decision. One Ranger estimates that every permit appeal takes 2 weeks of staff time to process. Dale predicts that appeals will increase as Rangers begin to revise priority AMP's.

Appeals are a prime consideration in managing the workload. Although range funding has increased slightly, Bob Hamner foresees no massive staff or resource increases. "We've got to learn to do things differently," he says, advocating technologies like GIS for vegetative mapping with some "ground truthing." Permittees and members of the public can help monitor range conditions. The Forest Service needs to get out of the "go-between" and apologist role.

Environmental interest "reflects the importance of National Forest lands," notes Regional Forester Gray Reynolds. "Pressure is going to continue. Our challenge is being able to articulate our charge to protect basic soil and water requirements while providing expected outputs."

Why struggle to balance use and resource quality? "Because part of our mission is multiple use management," Gray says. "The Intermountain Region has the largest range management program in the Forest Service and that puts us in a leadership role." Since grazing is a valuable management tool, we must keep learning about range ecosystems and the cultures and values of the people who utilize them. "That's crucial to our credibility," he adds.

Range Conservationists throughout the Region struggle with the tough job of permit administration, endless documentation on range appeals, community disfavor, and "get the sheep out" comments from Forest visitors. Each skirmish, siege, cease-fire or alliance is part of the change in resource management but Range Conservationists in the action zone may not realize that.

Cindy Chojnacky
Regional Public Affairs Office

FIRST RESOURCE DEBATE:

Sheep in the Forests

Of all the land use conflicts that have involved the Forest Service since its beginnings, the most persistent may be those over grazing rights. When the 1891 Act fostered creation of Forest Reserves from public domain lands, it was already an established practice for nearby residents to graze domestic livestock on the newly declared Forest Reserves. The new forestry profession, only recently adopted from European teachings, had little to say about this subject because foresters were focused on trees and watershed protection. Yet, grazing needed the immediate attention of Government forest managers as graziers were demanding use of mountain rangelands. The final resolution of the issue combined politics and science.

Western ranchers strongly opposed the creation of Forest Reserves because they feared grazing prohibitions. Their fears were confirmed when the Secretary of the Interior banned grazing on Federal Forest Reserves in 1894 because of his concern over erosion and other problems caused by overgrazing. This led to public debates about the role of sheep in forest destruction. Cattle ranches that had grown rapidly in the 1870's and 1880's declined so much that in 1900 sheep outnumbered cattle in most western states (Rowley 1985:14). Pinchot noted that woolgrowers were the best organized interest in the West (1987:177). Sheep raisers and their supporters in Congress took a stand against the Department of the Interior and "irrigators" or ranchers dependent on upland forest watersheds.

In an attempt to mediate the conflict, an investigative committee was formed that consisted of Frederick V. Colville, Department of Agriculture botanist; Gifford Pinchot, USDA Division of Forestry forester; a representative from the irrigators; and a sheep grazier. On May 28, 1900, Colville, Pinchot, Albert Potter of the Arizona Woolgrowers' Association, and Professor E.C. Bunch, "left Winslow, Arizona, and put in three weeks that made history for the grazing industry of the West" (Pinchot 1987:177). Pinchot observed that overgrazing destroys forests, with sheep eating young seedlings. "John Muir called them hoofed locusts, and he was right" (ibid:179).

Yet, when the trip was over, Pinchot and Colville recommended Interior Secretary Ethan Hitchcock control grazing rather than prohibit it. Later, Pinchot justified the decision (1987:181): "In the early days of the grazing trouble, when the protection of the public timberlands was a live political issue, we were faced with this simple choice: Shut out all grazing and lose the Forest Reserves, or let stock in under control and save the Reserves for the Nation." This was based on the reality that many livestock producers did not oppose Reserves themselves as much as they reacted to the banning of grazing there.

It was not politics alone that led to the change in policy. Science (that is, range research) played an important role as well. Range research began in the USDA Department of Botany between 1868 - 1901. Frederick Colville was asked by the Division of Forestry to carry out the first study the summer of 1897 in the Cascade Mountains of Oregon. Based on his observations of existing grazing practices, Colville concluded that sheep would not harm the range if properly controlled. By 1897, the Department of the Interior had gradually permitted cattle on Forest Reserves, but sheep were still banned except in the Cascades of Oregon and Washington. Perhaps the exceptions were granted because General Land Office Commissioner Binger Herman was from Oregon.

Colville took a middle position, calling neither for abolishment of Reserves nor exclusion of sheep. He recognized that people would be better served by

a "special tract permit system." This concept became the basis of the grazing policy in the Department of the Interior and later the Forest Service (Rowley 1985:33-34). The system called for issuing permits to graze a designated number of animals in a specific location, thus preventing overgrazing damage. Permit fees were to pay for administration of the system. The Forest Service began to impose fees in 1906 and grazing revenues exceeded those from timber every year until 1910, and periodically until 1920.

The difficult task of selling this policy of regulated grazing on a fee basis to western stockmen fell to Albert Potter. Pinchot hired Potter in 1901 to serve as a grazing expert, appointing him in 1905 to be chief of grazing (range management). Potter had been a sheep rancher in Arizona and understood the people and issues involved in the conflicts over regulated grazing. He served well in a difficult job until he resigned in 1920.

Graziers resisted regulations but research results helped support Forest Service grazing practices and policies. Selected by Potter and Colville, James Jardine and Arthur Sampson conducted grazing studies beginning in 1907 on the Wallowa National Forest in Oregon. Sampson's early research on grazing and plant succession provided grounds for deferred and rotation grazing. Jardine became chief of the newly created Forest Service office of grazing studies in 1910.

The carrying capacity of the range was controversial because it determined how many animals a rancher could place on government land. The bulk of the research on range management took place at the Great Basin Experimental Station (administered by the Intermountain Research Station) on the Manti National Forest outside Ephraim, Utah, a location picked by Jardine, Colville, and Sampson (who became its first director). Historian Thomas Alexander (1987) claims that professional range management emerged in the Forest Service largely as the result of the Intermountain Station's grazing research staff. After 1905, the Intermountain Region's District Ranger was often concerned about the social and economic effects on local ranchers if they were forced to reduce stock numbers, while range researchers focused on the condition of the land.

Over time, it was the latter who determined policy based on their research findings on carrying capacity. This resulted in reducing the number of animals on the National Forests, except during the war years. Because it grazed the most livestock, the experiences of the Intermountain Region (southern Idaho, Nevada, Utah, and western Wyoming) influenced the grazing policies of other Forest Service Regions. By the late 1920's, grazing on the National Forests was shifting from a "rule of thumb management to scientific range management" (Alexander 1987).

The scarcity of range management courses in colleges in this period led the Forest Service to promote internal training of foresters for positions as grazing assistants. Forest Service specialists labored to provide information as well, with Jardine especially credited for numerous publications including the "first comprehensive report on range management" published in 1919 with the help of Mark Anderson (Chapline 1980). In many ways, the Forest Service was first in developing a model range management program.

Early photo of the Great Basin Experiment Station.

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(This mini history was prepared by the Washington Office History Unit.)

NOT A-LONE RANGER

Some people say the job of range management is routine, daily, and anonymous. It hasn't been for Don Oman.

Over the past 18 months the Twin Falls District Ranger has been featured in *"People," "Outside," "High Country News," "Insight," "Wilderness"* and *"Audubon"* (magazines) as well as *"The New York Times"* and other publications. He has been interviewed on national, regional and local television.

Oman gained national notoriety in 1989 after his confrontations with local ranchers over grazing regulations caused him to file a "whistleblower complaint" to ward off a directed reassignment. *"High Country News"* broke the story in the spring. Soon, national news media picked up on it. By the time the whistleblower investigation concluded (it found mistakes but no wrongdoing by either Oman or his superiors) that fall, Oman had hosted reporters, photographers and television crews from across the country. He's been interviewed by about 50 different reporters, plus lots of repeat visits. Most of the attention came that summer while he was doing his regular work and serving a 3-week fire detail.

"I haven't minded doing it, really," Oman adds. "It has been interesting and the controversy has been beneficial; concerned people got involved. It encouraged our permittees to do a better job and, consequently, we are making gains on the ground."

> ***"The focus has been on me but don't forget the hundreds out there doing the same thing even though they haven't been in the limelight."***

Oman believes "Change on the Range" is what most resource people want to do; but they need encouragement. "I think we've got real good direction . . . but when it comes to implementing the initiatives, people are afraid that following direction, even Forest Plans, is going to be risky.

Oman hopes the Forest Service will reward good resource management and hold people accountable for poor work. "At rating time, we should be on the hot seat if riparian areas are degraded. I don't feel we can make range management the kind of program we need to until we . . . are more afraid not to do our resource job than we are afraid to do it."

"Don Oman didn't even cut back one animal use month (AUM)," notes Cheri Brooks, editor of the *"Inner Voice."* This publication by a Forest Service employee dissent group called the Association of Forest Service Employees for Environmental Ethics ran a special edition on rangelands last fall. "The reforms talked about are not earth-shaking . . . ; they are just trying to follow the law."

Brooks said her best examples of internal change agents for range management include Oman, the Nevada Forest Supervisors and Ron Stellingwerf, a former Sheridan District Ranger on the Beaverhead National Forest in Montana.

Stellingwerf also got pressured to move—mostly from the permittees whom he had angered during a long battle to revise the Upper Ruby Grazing Allotment Management Plan. Ultimately, Stellingwerf made the decision to transfer to a Range/Wildlife/Fisheries Specialist job on the Bighorn National Forest in Wyoming. He said his superiors didn't pressure him to move. "I needed to move. I was there 7 years. It was tough on my family. The town of 700 people were all against us . . . In the Forest Service, we get so preoccupied with our work, we sometimes don't realize the toll on our families. I wasn't happy, I was bringing it home. My only regret is my staff. They are some of the finest and most dedicated folks I've ever worked with and I feel I deserted them."

Stellingwerf's staff had attempted to implement Beaverhead Forest Plan standards and guidelines for riparian habitat protection, water quality and fisheries in the Upper Ruby Allotment Management Plan. Both ranchers and environmental groups got involved in the fray. A draft Environmental Impact Statement (DEIS) for the Plan, out this year, has a preferred alternative calling for a 44 percent stock reduction; however, ranchers invoked a section of the Public Range Lands Improvement Act that allows outside review of the Forest Service DEIS. This may delay the DEIS another 2 years.

With this kind of outside pressure, Stellingwerf says internal support is vital. "I was naive going in. In retrospect I'd say, make your case, get your data lined up, make sure you have the support all the way up. Make sure your boss is on the front line with you . . . and choose your battles carefully."

Cindy Chojnacky
Regional Public Affairs Specialist

Snapshots of Range Change

It's impossible to get the "big picture" of what's happening on Region 4 rangelands but here are some snapshots by Cindy Chojnacky, Regional Public Affairs Office.

Boise Ranger District, Idaho

It's mid-morning on a hot June day. Mary Clark urges the vehicle up the rocky road out of the South Fork of the Boise River. We've driven about 2 hours to meet the Davisons, star permittees who have reseeded thousands of acres on their private land and the Rattlesnake Creek Cattle Allotment. Mary says, "The Davisons look to the future. The land is their livelihood."

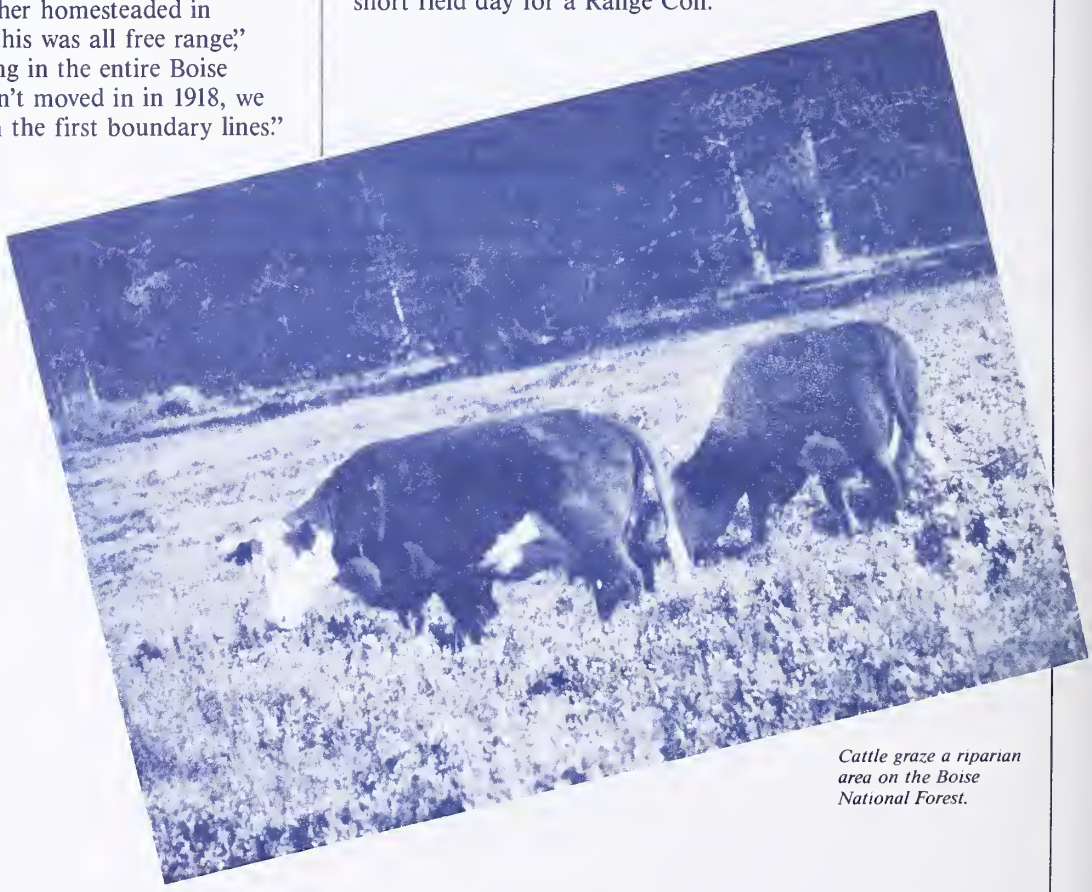
We meet in a rocky pasture above the river. Lawrence Davison and his son, Ron, proudly show off the allotment and their adjacent private spread. The Davisons have ranched here since 1913 when Lawrence's father homesteaded in Prairie. "When we first came here, this was all free range," Davison sweeps his hand wide, taking in the entire Boise drainage. "If the Forest Service hadn't moved in in 1918, we wouldn't have anything left. I put in the first boundary lines."

Winding around the rolling hills above the South Fork, Lawrence Davison points out his handiwork—hillsides covered with grasses grown from the Davisons' own mix of seed. The Davisons aren't too fond of crested wheat grass. Some 550 head of Davison cattle graze on National Forest land. Another 450 stay full time on the Davisons' 20,000 acres of private ground, most near the hamlet of Prairie. Here, four generations of Davisons have grown crops, run a small sawmill for their own woodlots, run their cattle ranch and produced hundreds of fence clips—a Davison invention now sold Nationwide.

In discussing his long-term partnership with the Forest Service, Lawrence expresses particular fondness for Hugh Pangman, a former Boise District Ranger who got the Davisons to switch to a rest rotation system. Lawrence claims that over the years "100 miles of fence" have been built with the Forest Service supplying the materials and the Davisons doing the work.

Displayed in the elder Davison's modest home is the family's 1990 Idaho State National Endowment for Soil and Water Conservation Award, a prestigious recognition for conservation practices.

Towards the end of the trip around the allotment, Davison pulls off the road and motions up the hill. There's a spring up there he would like to develop by installing a water trough. Mary agrees on a date to ride with him to look at the site. We part company with the Davisons at the head of Elk Creek. A few dusty hours later the Forest Service rig pulls into the yard of the Boise Ranger District. It's 6:30 p.m. A short field day for a Range Con.



Cattle graze a riparian area on the Boise National Forest.

Cascade Reservoir, Idaho

Listening carefully as Michael Diem explains the mission of this "Range Days" project are Range Conservationists and Technicians from across the Boise National Forest.

They have gathered to help Michael for a few days. Boise Range Conservationist Warren Ririe started these monthly "Range Days" to improve networking and skills among range people—and to get some needed work done.

This project is to gather vegetative trend data on a pasture above Cascade Reservoir. Group members run lines, measuring off every 10 feet. They work their way along a line, putting down a hoop, then identifying, listing, clipping and weighing every plant species found in the hoop before moving on. It is exacting, tedious and hot work.

Cattle grazing on this irrigated pasture is controversial because of water quality concerns for the Reservoir, one of the State's two top fisheries and a playground for the citizens of Boise, 70 miles down the road.

The poor water quality of the reservoir potentially threatens boater and swimmer safety, aesthetics, fisheries and public health. "Not only do we want to meet Forest Plan standards and guidelines for water quality, but we want to do whatever we can to improve water quality in the Reservoir itself," says Michael. The Cascade Ranger District's allotment management planning includes site analysis, riparian greenline transects, and water quality and fisheries studies. Data will be compared to site analyses done in the 1970's and 1980's.

"The Forest Service has lost ecological skills over the past decade," Warren says. "We're really hurting for information on range. If the public asks what trends we see on the allotments or why we are putting more cows on the range, we often have to say, we don't know."

At 5 p.m., even though the work is not quite done, Warren calls time out to discuss observations. "Dandelions are up and thistles are coming in," he notes. "It's not a bad condition but a deteriorating one. Although we may want to support livestock, we have to consider future user conflicts. The allotment management plan requires a look to the future; if we don't, we will be doing the whole thing over."

The Cascade Reservoir Association, Homeowners Association, Idaho Wildlife Federation, Idaho Cattle Association and Idaho Farm Bureau are among the interests watching the analysis. "It's important we get good monitoring data to support allotment management plan revisions," says Warren.

Near Idaho City, Idaho

Throaty echoes keep bouncing around the valley, but the sheep remain unseen. The pursuit thus far has taken the Forest Service pickup several miles along a creek road, down a gully through a mine site, along hills bare and scratchy from a recent timber harvest and, finally, clawing up a steep powerline road for a better view. Resource Technician Charlie Swearingen, at the wheel, is concerned about the sheeps' impact on the area, fragile and open from a recent timber sale. He wants to find the sheep and get the herder to move them.

Finally! The fuzzy shapes are seen on a neighboring hillside. Back down the hill, across a spur road and down to a saddle, where the sheep mill close to the herder's tent. No one is home, but Charlie leaves a note.

Charlie will spend a lot of the summer on these windy roads—driving or on a horse. Besides checking sheep and gathering vegetative data, he will oversee mineral activities and, during the winter months, will coordinate cross country skiing. He doesn't mind the long hours he spends on roads and trails. "I've lived in Idaho all my life. I love the ground. That's where the action is and failure or success shows. There should be a good, healthy interrelationship between animals/humans and the ground."

Charlie's frustration stems from the lack of resources and time to do the job better. He is working on an environmental analysis for the westside complex of sheep

allotments. The area has been in 14 allotments under a term grazing permit for 3,454 sheep, which expires in 1994. The goal is to consolidate the allotments into one under a coordinated allotment management plan. The new plan needs to comply with NEPA and Forest Plan direction—factors that didn't exist 20 years ago when the old allotment management plans were drawn up. The draft environmental analysis is taking a lot of time.

Charlie would like, wherever possible, to improve or repair the damage caused by 100 plus years of damage to the ground. This goal is often impeded by fiscal deadlines and hard targets.

On this particular day, he is really frustrated because he carefully supervised the reclamation of a mine site that has been turned into a muddied, slumping slash pile by a sloppy timber operator. To make matters worse, the miner who recently completed the rehabilitation work is asking, "Why are the loggers allowed to leave the area so badly disturbed?" This question is difficult to answer when asked by mine operators who have just spent thousands of dollars to repair the consequences of their recent mining activities.

Charlie says, "With modern-day resource protection, rehabilitation standards and new directions like 'Change on the Range,' we are requiring more and more effort from our grazing permittees and miners." He feels all Forest permittees should be required to meet equal standards.

Soapstone Campground, Kamas Ranger District, Utah

It's an affable picnic luncheon under threatening mountain skies. Greying, weathered men and women mingle with younger people. Some wear green uniforms. Everyone jokes and visits over cold cuts and beans. Conversation evolves around talk of mountain places, ranching, and trouble with off-road vehicles and vandals.

Chairs are drawn into a circle; the hosts want to talk. Range Conservationist Clare Chalkley and District Ranger Melissa Blackwell discuss the Kamas Valley EIS (environmental impact statement).

Most of the guests are permittees whose cattle graze the 60,000-acre allotment west of Mirror Lake in the High Uintas. They are very interested in the draft EIS, due this winter, and the recommendations it may contain. Most likely, reduced cattle numbers will be one of the recommendations.

Only 13,000 acres of the allotment are suitable for grazing since recreationists cram the roadside campgrounds and trails; and hikers, backpackers and horses are filling the high lake basins above. Wasatch-Cache Forest Supervisor Susan Giannettino talks about times changing. "A lot of you just wish that Kamas wouldn't grow anymore and nothing would change in how we manage the resources. I often wish that too. But," she adds, "you've got your allotment next to one million people. We have an obligation to manage resources we didn't worry about several years ago. The bottom line for the Forest Service is not livestock numbers or seasons, it's the land and the vegetation on it."

Melissa has an award for Elmer McNeil, a permittee working with the District Interdisciplinary Team. "He asks us hard questions and lets us know how he feels. He doesn't always feel real good about what we're doing on the Ranger District; but he's stuck in there. He hasn't given up."

A few days after the picnic, permittees and Forest Service employees go for a closer look. A long ride up a rough canyon brings the party to a flat, much used by cattle. "The problem is how to get the cattle to use all the forage on the ridges and get 'em out of these flats," notes one Range Con. "We are no longer willing to accept sacrifice areas," says Ray Hall, Region 4 Range and Watershed Director.

Over lunch in an aspen grove, the group talks options:

Why not keep cows on the ridge later in the year?
"It's too cold and they wander down," Elmer says.

How can we keep cattle out of the campgrounds? The best forage is along the highway and can't be used until late in the season when traffic diminishes.

How can forage be better used?

If ranchers have to truck cattle, pay $8 a head for a herder and salt, and then grazing fees are raised, I don't know how much longer we can go on," Elmer says.

"What about staying low and drifting the whole herd?" asks Range Director Hall.

"We tried that but we overgrazed some areas," Elmer replies. "They go back and forth. Our problem is, we're getting so many people recreating on the allotment, there's no place for the cows to stay."

Clair Chalkley, Range Conservationist on the Kamas Ranger District, shows Ray Hall, Regional Director of Range and Watershed, the route of a range ride for Forest Service officials and permittees on the Kamas Valley Allotment in the High Uintas of Utah. Range conditions and options will be discussed.

Along Dry Creek, Montpelier Ranger District, Idaho

Take 3,200 cow-calf pairs, 32 permittees, 95,000 acres in 2 1/2 watersheds, sensitive species of cutthroat trout and popular Bear Lake nearby and what do you have? You have the Montpelier Elk Valley Allotment and a lot of diverse groups who are interested in the severity of potential resource problems. The allotment offers a golden opportunity to practice Coordinated Resources Management (CRM), which is a way to involve all interests in planning the future for this piece of ground.

Drastic drops in the fish in Pruse Creek, one of two major drainages in the Allotment, a 6-year drought, soils that are prone to slumping and the large numbers of stock are all interacting but "we don't know how all these things come together," says Mark Johnson, Montpelier District Ranger.

A futuring exercise 3 years ago surfaced Elk Valley as a District priority. Since then, Range Conservationist Julie King and Range Technician Brad Transtrum have worked nearly full time on the allotment management plan revision. Part of the job is riding miles of gentle canyons, checking the cattle, monitoring vegetation, closing gates and putting up signs.

Another part includes phone calls, letters and meetings with the CRM group—representing state, wildlife and land agencies, public fisheries and boat groups, county extension service and the permittees. "Communication is the bottom line," Julie says. "The permittees have different ideas; when we listen to them, they are willing to listen to us."

Following a tour and a chance to get acquainted, the first CRM meeting was held. It was tough. A facilitator tried teambuilding before trying to move towards a desired future condition that everyone could agree to. "The permittees feel threatened," Mark adds. "The 'no moo" is really getting to them. They were very defensive in that meeting."

Ideas and issues from the CRM group; state data on vegetative monitoring, water quality and fisheries; and riparian inventory, satellite imagery and habitat type mapping by Utah State University researchers will be the basis of the Elk Valley EIS developed by the Caribou Forest Interdisciplinary Team.

In the meantime, Forest employees and permittees are trying to reduce the grazing impact through temporary fences and moving cattle more. There are complications. Riding up for a closer look, Julie notes that the cattle drifting along Dry Creek are from another District. The fence on the ridge must still be down in places.

Theoretically, the allotment is in a 3-pasture rest rotation system dictated by the 1969 Allotment Management Plan and a 1980 informal agreement. Until the Forest focused on this allotment, it tolerated drifting and didn't require the fencing and riders needed to manage the cattle. Mark says, "The Forest has to accept a lot of the blame for the condition of the resources. Early Forest managers thought they were doing right and, for those times and with the information they had, they were. An example of this was the mistake made in the 60's and 70's when the Forest had the money and plans were done, but apparently without getting buy-in from permittees and other interested parties—the people who needed to implement the plans. Nor did we improve on the faults of these early plans."

Now we are working hard to get commitment to change from all those interested in resource management. That is what CRM is all about. But Mark is concerned about the amount of time this effort takes. "We will be on this one allotment 5 years with two Range Cons devoting their total time to it." The other three-fourths of the District, 43 allotments, "are not benefitting from the minor amount of time Range Cons are able to invest in their management. Some of them are going to hell and we know it. They are a lower priority than the Elk Valley Allotment. When you have only so much time you prioritize and get 'something' done. Otherwise, you spend all your time on crisis management and get nothing of importance done. I hope the Idaho conservation community is going to be patient until we get all the allotments under better management. Permittees have told me they think I am being pressured by the environmental community. Truthfully, I feel no pressure from them. They are just asking us to do our job of ensuring sustained use. That does lend a sense of urgency."

Montpelier District Ranger Mark Johnson takes a lunch break after his morning ride up Dry Creek.

A State, Its People and the Range Resource

Nevada looks like a battle front. Stark, vast, impressive. A place of extremes. Boiling hot summer days, frigid winter nights. Flat empty miles of Mojave desert. Mountain peaks breaking open sky at 12-13,000 feet above sea level—desert islands, upright oases of diverse conifer, shrub and forb communities. Two National Forests sit astride these high mountain watersheds: green relief in the monotony of the desert; green relief on the highway map.

Nevadans are independent and battle-hardy. Region 4's tough stand on range in the 1950's brought drastic stock reductions throughout the Region—except in Nevada, where ranchers resisted and won. In the 1980's, the Forest Service-Bureau of Land Management (BLM) "interchange" would have shifted all National Forests in the State to BLM care. Outraged Nevadans turned the tables; the Nevada Exchange Act added almost 700,000 acres of public lands to the National Forest System. Rural Nevadans also authored the Sagebrush Rebellion in the 1980's which would have deeded all federal land into private hands. To rural residents raised on mining, ranching and gambling, freedom is fiercely prized and the federal government, charged to manage almost 90 percent of the land, is not welcome.

"Nevada by necessity breeds a certain austere, lean person with ample muscle to survive," says Ely District Ranger Paul Demeule. "Ranchers here are second and third generation families. They're a tough breed of people who never ask anything of anyone. Now we're telling them how to take care of the land . . . to move their cows. Their independence and pride is wounded.

Meanwhile, a new breed of Nevadan

wants federal officials to do more. The new Nevadans escaped eastern and west coast cities for this open air, independent lifestyle. To them, freedom is being unhindered by the sights and smells of mankind. They don't want to see cattle or have the land hammered by hooves, roads and mining digs. They are the new majority—80 percent of Nevada's population lives in Las Vegas, Reno or other smaller cities.

Resource people on both the Humboldt and Toiyabe Forests serve both groups only by "good management on the ground." At stake are Nevada's watersheds and riparian areas which form the lifeblood of this fragile desert ecosystem.

Nevada has been the site of many skirmishes over public lands. One of the more recent ones began in 1986, when the Toiyabe National Forest Management Team put strict range utilization standards in its Forest Plan. A Sierra Club appeal made the Humboldt follow suit. Now the two Forests have a joint "Strategic Rangeland Management Plan." It requires (1) all range permits and allotment plans to comply with Forest Plan standards and guidelines and the National Environmental Policy Act; (2) internal and external public involvement and (3) uniformity in permit administration.

A quick descriptive tour of Nevada and a visit with a few people involved in the action give some insights on the range situation in Nevada.

Humboldt Forest Supervisor John Inman says, "If we (land managers) do not foster public trust through sensible stewardship, I fear that increased legislation, litigation and appeals will seriously affect grazing activities on federal lands."

HUMBOLDT FOREST "S.O."

Forest Supervisor John Inman traces the Humboldt's history back to 1906, when, like many other western forests, it was created upon the request of local ranchers who were concerned about overgrazing from transient sheep bands. "At one time, the Jarbidge area alone had close to 600,000 sheep grazing. They . . . really hammered this country. Since then we've made dramatic progress in range management but we aren't there yet." One-third of Humboldt rangelands are estimated to be in unsatisfactory condition.

If the Forest Service does not enforce range standards, "we are very vulnerable to litigation," Inman notes. Environmental groups now fighting below-cost timber sales and championing spotted owl habitat in the Northwest, "have said they will focus next on range."

Humboldt Range Staff Officer Ben Siminoe says his job is to implement culture change—"to get livestock folks to realize they've got to share the mountain. When I came here, the Forest was at 315,000 animal use months (AUM's). I figured it was 30 percent overstocked. Now in '91 we're at 286,000; actual use is 200,000. Under current management, that's still too many. I think we are going to have a grazing program, but it will be different. We are grazing more elk and reintroduced bighorn sheep. We are moving away from range management tied to livestock to total range management that protects water, soils, wildlife habitat and fisheries."

Ely Ranger District

Ely District Ranger Paul Demeule ticks off the statistics. This year, 600 sheep were removed through four permit cancellations and action on five more range allotments. One permittee, cancelled for subleasing his allotment, has filed a lawsuit against Demeule and the Forest Service. Demeule says, "The District selects one or two major problems and gets right on them. I tell my people there are three key things we must do: document, document, document. We set it up to win."

It isn't all conflict and cancellations says Supervisory Range Conservationist Wayne Swenson. "Sometimes you say here's what we have out there, here's what we should have and they volunteer to take a cut." One permittee was willing to take a 30 percent permanent reduction on three allotments and 55 percent on two more.

Santa Rosa Ranger District

Permittee relations here range from conflict to cooperation. On one hand, permittees have raised an estimated $100,000 for appeals and possible lawsuits against allotment management plan (AMP) decisions. On the other hand, many permittees are monitoring allotments with the Forest Service, suggesting improvements and alternatives. Many of these ranchers have worked with the Forest Service on a "shared vision" approach that may help people throughout Nevada resolve range management conflicts.

When the Santa Rosa District added plan standards and guidelines to its grazing permits, ranchers got concerned. "It took permit modification to get their attention," notes Ranger Scott Bell. "It has them in a fighting mode." Still, working relationships are pretty good. "We felt that quiet diplomacy was the best way for them to understand what we're doing and how it can help. We got out on the allotments with the permittees. It has been very effective. . . . Permittees are realizing that with proper management they can live with utilization levels. They also realize they need to do things differently."

THE TOIYABE FOREST

Austin Ranger District

When the Toiyabe Management Team decided to take on the range issue, the Austin District chose some allotments as top priority because of resource and riparian conditions. The Austin District is in central Nevada which is drier than the rest of the State and water is more limited. Within the Austin District boundaries are year-round operators, some authors of the Sagebrush Rebellion, and some founders of the Nevada Lands Action Association.

Austin District Ranger Dale Flannigan transferred here in 1988 from the Tonto Forest in Arizona, a Forest that had taken a grazing stand in the 1970's. "The Tonto had just passed the point where everyone was fighting to where everyone was saying, yeah let's get on with it."

"When I came to the Austin District, local ranchers were part of a coalition that had filed suit against the Toiyabe and Humboldt Forest Plans, claiming that range utilization standards were outside the National Forest authority. They refused to do anything we asked except what they had to do to keep the permit." The suit is still in federal court.

For example, on one allotment, the District staff worked with permittees, the Sierra Club and wildlife interests for 5 years on an AMP everyone could agree to. Each year, permittees refused to sign it. Meanwhile, "each move directing them to do something was appealed." In contrast, permittees on another allotment have become so familiar with utilization standards and monitoring "they have called us up and said, I think we've reached utilization—we're going to move our cattle. Their attitude is: we want to show the public we can do it."

Total Quality Management is a key value on the Toiyabe. The ultimate goal is to get permittees to be "suppliers"—managing the land to Forest Service standards—rather than "customers," the traditional relationship. But many permittees resisted until tough enforcement got their attention, says Range Conservationist Tom Frolli. "We read every single clause of the grazing permit to them. . . . We show them on the ground what it actually means. We run transacts with them—with consultants and lawyers looking over our shoulders."

As the Austin District revises other allotments, "some permittees are agreeing to rotate livestock. They are saying 'yes' there is damage, we've got to find solutions."

Tonopah Ranger District

The Tonopah District includes Meadow Canyon Allotment, closed to grazing since last year because of unsatisfactory range vegetation conditions. The Forest Service gained national notoriety after impounding and selling more than 100 cattle grazing on that allotment after it was closed. Last fall, the permittee, Wayne Hage, held a Washington D.C. press conference to publicize his $28 million lawsuit against the Forest Service for permit actions. Hage, author of a book, "Storm Over Rangelands," contends that ranchers have grazing rights on federal lands. His suit claims the Forest Service has taken back his land and water rights without compensation, driving him out of business. The Hage case brings to court a recurring debate about whether public lands grazing is a "right" or a "privilege."

In the midst of the notoriety, Tonopah Resource Assistant Waive Stager is trying to run a range program on the District's 1.2 million acres, sprawled over four different, isolated mountain ranges. She says, "My mailbox is full of news articles either screaming about the injustice to Wayne Hage or quoting environmentalists who say the Forest Service is doing a lousy job in range management."

"We don't make any inroads on the workload," Waive says. "It takes 2 years to do one AMP. None of us limit our work week to 40 hours. If the District Range Con wants to check out an allotment, it's a 3-hour drive to most trailheads. It hurts to see the job out there and know you physically can't do it. It gets to me a lot."

Management Support

In the past, the Forest Service would have backed away from issues like Meadow Canyon. Toiyabe Supervisor Jim Nelson's fairly long tenure has given continuity to handling such range problems. Employees say that without the Forest Supervisor's total commitment to range improvement this wouldn't have happened. He's going to see it through. Ranger Dave Grider agrees. "The organization, through the Chief and Secretary, are supporting this. We probably now have the most and best support we've ever had in the range program."

"For years, a lot of us have wanted to get on with an aggressive range program. Now the support is there. Range Cons are trained to do their job. Most have strong feelings about resource ethics," Grider said.

Some 234 miles north and 4 hours away from the Tonopah District, Forest Supervisor Jim Nelson says his Management Team and the Forest Plan have given Range Cons and Rangers the tools to do the job. "Range Cons were fighting the fight themselves." Putting utilization standards in the Plan "really tied things down."

Nelson and his Team laid a lot of groundwork before they launched the allotment management plan. When Nelson arrived in the early 1980's, he was "appalled" at range problems. "We had never dealt with the problems in this state." So the Toiyabe began hosting visits to problem areas for the Nevada congressional delegation, state legislators, members of key congressional natural resources committees, livestock community leaders, key staffers and Washington and Regional Office range people.

"We got support all the way from national Range Director Robert Williamson up to the White House. They have seen the problem areas so there are no surprises. Meanwhile, the Toiyabe Team built the legal framework: the Toiyabe Land Management Plan.

"Outside" Judgments

The Toiyabe Land Management Plan has evoked some interest. While a livestock group has sued over the utilization standards, the Sierra Club, National Resources Defense Council and National Wildlife Federation have intervened on behalf of the Forest Service. Forest Planner Bob Larkin believes the plan will be upheld. "We will settle the utilization standards up front. But we'll battle the specific implementation on each AMP."

Public Affairs Officer Karen Baggett personally feels the threatened loss of a lifestyle that "Change on the Range" brings. The third generation of a Nevada ranching family, she gets called a traitor by both "sides." But she sees her role firmly in the middle. "About 80 percent of people want the same thing. There's 10 percent on either end who want very different things. Too much of the focus often goes to the 20 percent who don't agree and not to the 80 percent. If you can get people talking, they find they have much in common. That's where I see my job. I don't want to see the resource damaged but I don't want to see the ranchers run out of business."

"My perception is, the Forest Service is doing what it has to do," says Billy Templeton, Nevada State Director, Bureau of Land Management (BLM). BLM has a parallel "range of our vision program," spurred by a National Resources Defense Council suit that requires BLM to bring all allotment management plans under NEPA.

"I have been in this business 23 years. Public land in Nevada is the habitat for wildlife," notes William Molini, Nevada Department of Wildlife Director. "The Forest Service in our State is on track."

Environmental and wildlife interests think the Nevada Forests are moving too slowly.

"I think the Forest Service is trying to respond to the changing public mandate," says Rose Strickland, Sierra Club national chair for grazing and a Reno-area resident. "The laws haven't changed but the public mandate is here. Both the Forest Service and BLM are at least saying the right things. The Toiyabe Plan is head and shoulders above any other plan I've read in the Intermountain West. It's the best in terms of standards and guidelines. And Jim Nelson has a resource ethic rare among high-level Forest Service leaders."

"But I don't see a huge shift in management yet. The Forest tells us it is tackling the hardest problems first. It is not dealing with the majority of allotments. The excuse we get is the lack of staff and budget. We don't accept that. The grazing permit is still issued each year. We say if you administer a program, you must comply with your plan."

Sierra Club policy is moderate towards grazing but Strickland predicts a change. She advocates eliminating livestock grazing on all public lands in unsatisfactory condition that lack a rehabilitation plan. "Let's focus attention on making things better instead of keeping them the way they are."

"Nevada has so little precipitation, it seems to me you have to be more conservative here," says lifelong Elko resident and Nevada representative to the National Wildlife Federation Paula Del Giudice. "I see a lot of changes made . . . . Personally, I don't see enough changing quickly. So many resources have lost quality. National Forests are doing the right things. Land management plan standards are excellent. However, I don't know how you'll ever have mandatory self-policing by the livestock industry. I don't think the Forest Service has enough manpower to check allotments. . . . The laws are in place but there aren't the means to enforce them."

Nevada is "fragile. . . . Riparian areas are indicators of the rangeland—the problem is, they have just been ripped for so long," says William Molini. "Elko County is the last bastion of the cowboy."

Nevada is tough. Many range operations are very marginal. Yet, there are lots of compassionate people in the land management agencies; they don't want to run anyone out of business. It's hard.

"I am concerned because I feel that the time we have to make progress is short," said Humboldt Forest Supervisor John Inman. "We are more likely to be judged by our worst examples than out best."

Tiptons & HRM

Tipton examines a handful of soil. In selected areas, he uses short-term intensive trampling by cattle to break up compacted, impermeable soil, allowing aeration, restoration of nutrient and water cycles to start new vegetation.

"Look at this—it's just hammered to hell," Tony Tipton says proudly. The big Austin, Nevada, rancher points to one side of the flat where thousands of hoofprints and crumpled soil reveal a few days of cattle trampling and milling. The other side is undisturbed.

"We bring people on tours and they say, you did THIS to the land?" Jerrie Tipton says. "But when you come next year, you won't believe the difference."

The cattle were there by design, kept on site by salt blocks and hay bales. The Tiptons practice holistic resources management (HRM)—an approach that often uses livestock to restart stilted water and nutrient and successional processes in arid range environments. HRM consultant Alan Savory says healthy environments require interaction of processes to allow energy from the sun to flow into plants and on to all living things. The processes are energy flow, mineral (nutrient) cycling, water cycle and plant succession. Savory believes "brittle environments," including arid rangelands in the United States and his native Rhodesia, are declining due to a double-whammy combination of overgrazing and over-rest. He prescribes carefully designed doses of high animal impact with long recovery periods to give long dormant processes a chance to start and healthy vegetation the chance to establish.

The Tiptons are betting the ranch that Savory is right. That includes their private spread south of Austin and 21,000 acres of adjacent Toiyabe Forest and public lands they utilize under permit. Three years into the experiment, the Tiptons believe the vegetation is winning. Economically, it's still a gamble.

Austin Ranger Dayle Flanigan can show you slides—of steep, barren creek banks broken down from livestock trampling which are smooth, rounded and waving with grasses the following year; and of trampled flats that are resurrected with native plants the following year.

Tipton proposed HRM shortly after he purchased the base property. The allotment had a summer permit with a fixed number of cattle. "Now the permit is written so he can run any number of animals during different seasons. He actually allowed the allotment to rest during the growing season. That winter he grazed off the crested wheat and put litter into the sand using high animal numbers and attractants like salt and oat hay." The objective is to get the livestock to tromp vegetation and break up the soil to increase water flow and mulch in organic material. The ultimate goal is diversity of vegetation.

"This is a former wetland," explains Jerrie Tipton. "We'd like to see wetlands here again to benefit wildlife."

At the head of Johnson Canyon, southwest of Austin, Jerrie points out the Tiptons' handiwork. Water used to race down an eroded, gravelly ditch 6 to 10 feet wide. The Tiptons have directed flows into three or four channels, planted willows and used cattle impact to round off the

banks. Tony points out native grasses coming in. "That is what's fun. See that?" This is their own land, he notes. The Tiptons are free to excavate and transplant plants as they choose here.

Further up in the foothills, Tony points out where cattle were used to clear heavy brush. On the nonused area, cowpies lie on top of the ground. Vegetation is sparse and well-spaced. Across the road, on the high-impacted area, vegetation is filling in—some of it native plants. "We've found seeding is not worth it," Jerrie says. "There are hundreds of thousands of seeds—they just need the chance to grow."

"You can nuke plants with overgrazing," Jerrie says. "You can kill them with rest. Rest rotation alone is going to hurt ranchers . . . because sooner or later they will come back too soon."

The Tiptons are a one-family crusade for HRM. They sponsor workshops, make presentations, host tours, all on their own overextended finances. Why? "To survive out here," Tony says. "If we don't change . . . if ranchers continue what they are doing, they won't be here tomorrow."

A Winnemucca native, Tony used to be one of the ranchers fighting grazing restrictions. He attended his first HRM workshop because, "I wanted ammunition to fight the Bureau of Land Management (BLM)." Today, he urges BLM, Forest Service and wildlife officials to help in managing his ranch.

It's part of the HRM planning process. The ranch management team meets yearly for 2 days of planning. Agency officials, adjacent ranchers, Austin residents—all interested parties—are involved. Tipton has even invited environmental interests, "although we haven't gotten anyone to come out yet," he says. The team reaffirms quality of life goals: to live off the land and maintain a clean environment. Team members set production and landscape goals. Current soil and vegetative conditions—based on monitoring—are compared against the goals. The HRM model is used to decide how to reach goals and which tools to use. How the land looks now—again based on monitoring—is compared against what the team agrees the land needs to look like. Each person commits to actions to move towards the goals.

When the Tiptons monitor, they really want to know if their plans are working. "We send photos to the BLM and Forest Service. We're not gathering ammo; we're gathering information," Tony says.

On the other hand, Tony is frustrated with the Toiyabe's tight standards. "The goal of our management team is higher than the Forest Plan."

Austin Ranger Flanigan sympathizes. "The regulations have not given us all the flexibility we'd like. We've struggled to determine how we can do different things, like using livestock as a management tool."

Reactions to the Tiptons are mixed. "I'm no HRM disciple," notes Waive Stager of the nearby Tonopah Ranger District. "The Tiptons are getting some results. It's unusual to get people to dive in with the enthusiasm the Tiptons have."

"I certainly don't endorse HRM," notes Sierra Club representative Rose Strickland. "I don't see the components on the ground Savory does nor, from the public policy standpoint, do I see HRM as appropriate."

"On the other hand . . . at this point, I'm desperate. I'm willing to give anyone a chance when they are trying to do a better job."

HRM itself has garnered similar responses from range conservationists and environmentalists. The Albuquerque-based Center for Holistics Resources Management has gained disciples among ranchers and natural resources managers, and, likewise, many detractors. Several National Forests in the Southwestern Region are trying HRM partnerships. To the Tiptons' knowledge, they are the only ones in Region 4.

Convincing fellow ranchers is tough. "Ranchers are very independent," says Jerrie. "They are skeptical. They are going to sit back and watch what Tony and I do. We have gotten some concessions: we are running non-owned livestock and annual numbers don't apply on this ranch. If my neighbor can see where he can make a dollar, he's going to do it."

Cindy Chojnacky
Regional Public Affairs Office

Rancher Tony Tipton describes his efforts to use holistic resource management principles on his range allotment near Austin, Nevada.

Shared Vision

One way to solve conflicts over livestock grazing on public lands is to help the people who really care develop and implement a "shared vision." "When we start talking about what we want to accomplish, we find we're really looking at the same things," says Dave Torrell, Nevada State Extension Agent based in Winnemucca, Nevada. "When people understand that, much of the fighting stops."

He knows of what he speaks. Through his "shared vision" process, a group of "traditional adversaries"—permittees, sportsmen, state and federal officials —are working together to restore riparian habitat along the Quinn River on the Santa Rosa Ranger District, Humboldt National Forest. Torrell and Santa Rosa District Ranger Scott Bell have also used this process on four or five allotment management plans (AMPs) involving the District's interdisciplinary team, wildlife officials and permittees.

It starts with a 1-day session with all interests. In the morning, the group works on teambuilding and consensus. In the afternoon, it develops the "shared vision." "We do the teambuilding in a group to reduce fears. People take a position when they are threatened. When we create a vision, we look for common ground, a win-win scenario. We don't start with 'what does the monitoring data say is broken?' The starter is 'what do people want?,' " Torrell explains. Then the group decides how to make the vision a reality; considering economic, legal and environmental barriers. Group members develop a plan and then implement and evaluate it.

"Shared vision fits right in," Bell said. It doesn't replace either the National Environmental Policy Act regulations for scoping and public involvement or coordinated resource management planning tactics for involving all interests in resource planning.

Torrell says he used concepts from a Nationwide extension program called Family Community Leadership which he plugged into the natural resources arena.

He and Bell have a broader vision—developing a group of community facilitators to help groups throughout Nevada work through AMP planning and other natural resource conflicts. Torrell hopes to land a state grant to train outside, non-Agency facilitators in "shared vision" concepts. Participants would be recruited from local residents with leadership skills, trained in NEPA processes and certified as facilitators through the University of Nevada Reno. These facilitators would then work a year on various Forest Service planning projects. He envisions them going on to work on other Forest Service projects as consultants. "We would be developing local entrepreneurs with Forest Service savvy who would not be Forest Service employees."

Natural resources people should respond to society's shift to an environmental agenda. Society has said, "O.K. Agriculture, you billed yourselves as the best stewards of the public lands but we're looking at threatened and endangered species and riparian habitat and questioning how well you've done."

"Ranchers have two basic choices: accept that statement, get out and develop leadership and stewardship, or litigate. The shared vision process is an alternative. Let's not choose to fight, let's choose shared vision. Some will, but many will have to try the other first," Torrell adds. "I think we're into 2 to 4 years of litigation. After a few test cases, many will come back and say let's talk about shared vision."

Cindy Chojnacky
Regional Public Affairs Office

IDAHO FAMILY WINS RANGE AWARD

The Mike Hillman family of Cambridge, Idaho, has won the Forest Service Chief's Award for Range Management. The award applauds the family's success in restoring and maintaining rangelands that were heavily overgrazed in the late 1800's while coordinating livestock use with wildlife and recreational values.

The Hillmans are livestock permittees on the Payette National Forest and work closely with Carol Boyd, Weiser Ranger District Range Conservationist, the Idaho Department of Fish and Game and others to make their allotment a showplace of multiple use. They have reforested a roadless area timber sale, installed a fenced pasture system and water developments for livestock and wildlife. Management is based on extensive monitoring of forage utilization, vegetation trend, riparian and fish habitat conditions and water quality. Their range is used regularly as an example of good public land management and is the subject of a film by the American Farm Bureau on good range stewardship. The Hillmans allow public use of their private property on request, but they control entry so that users have a quality experience. Their operation is a good example of how public land can be shared equitably by all.

BOOMERANG BENEFITS

Bill Tindall, rancher; District Ranger Jack Carlson, and Carren Morgan work on an H-brace.

Brett Glover, Range Technician on the Mountain City Ranger District on the Humboldt Forest, got the Tindalls, the Izaac Walton League, Northeastern Nevada Chapter of Trout Unlimited and several Forest Service employees together one weekend last July to build a section of fence on Merritt Creek near Mountain City. The fence is to divide out a portion of the Merritt Creek Allotment for a riparian pasture.

The summer of 1990, Bill and Bob Tindall, grazing permittees on the District, worked with the Forest Service to amend their allotment management plan to include the riparian pasture. The Tindalls, who have been ranchers in northern Nevada and southern Idaho for 107 years, care about the lands where they graze cattle. Early photos verify that the meadows adjacent to Merritt Creek have improved significantly under the Tindalls' watchful attention.

By making a separate riparian pasture, the Tindalls hope to improve the quality of Merritt Creek at a rate faster than that already being achieved. Commitment to this goal includes their willingness to include private land as part of this pasture. Bill Tindall says, "Our livestock operation is 90 percent dependent on federal lands and so we do our best to take care of them."

Patricia Honeycutt from the Oregon office of the Izaak Walton League visited the project. She said, "Of all the multiple uses on public lands, grazing is capable of doing the most good. Six inches of precipitation falling on rangeland that is in good condition can be stored for later use by vegetation, or work its way through the watershed to become clean quality water downstream. But, the same six inches of precipitation falling on rangeland in poor condition usually cannot be stored and often ends up as rapid runoff causing erosion and siltation of the water downstream."

Jack Carlson, Mountain City District Ranger, says, "This riparian pasture along with the riparian pasture built in cooperation with Simplot Company on the adjoining Yankee Bill Allotment puts most of Merritt Creek under a grazing system that addresses riparian concerns. Merritt Creek provides high quality fishing and recreation as well as providing water and forage. During all the current controversy over grazing on public lands, it is nice to see diverse groups working together for a common cause. It's great the Tindalls and Simplot can see the values of this stream beyond those needed for their livestock operations and are willing to make changes in their operations to improve the stream quality."

Members of the Northeastern Nevada Chapter of Trout Unlimited who helped with this fence project are Roy Price, Laura Geuser and Tom Montoya. Montoya says, "Merritt Creek, a historic habitat for redband rainbow trout, has the potential to support a high quality coldwater fishery. Our group will do whatever it can to foster sound management of trout species and habitat, which includes cooperative projects like this one with the Tindall family."

Last year on the adjoining Yankee Bill Allotment, Simplot (a grazing permittee), the Mountain City Ranger District and Nevada Department of Wildlife worked cooperatively to build fences and create off-site water in a further effort to protect and improve Merritt Creek. The Nevada Department of Wildlife provided the funding for off-site water development on this project and the Ranger District and Simplot built the fences and developed the water.

Cheri Howell
Public Affairs Specialist
Humboldt National Forest

Taking Care of Business

With his business degree from Notre Dame University, Jim Hagenbarth could be working a 9-to-5 job in some eastern city—maybe contemplating mergers or buyouts over lunch with other high-powered executives.

Instead, as co-owner and operator of Hagenbarth Livestock, he's either number-crunching behind a desk at home in Dillon, Montana, or riding his range allotment in Island Park, Idaho, where his family has raised cattle since the late 1800's. Though this lifestyle may appear to be far removed from a Wall Street setting, Jim is still a businessman trying to survive in a formidable marketplace.

To continue to provide a product for the American people, Jim Hagenbarth must yield a profit. Like many businesses, his is a partnership and that means good communication is essential. Without it, roles, responsibilities and overall goals become vague and the venture could ultimately fail. When the partner is an agency of the federal government, weaknesses are exposed to public scrutiny and errors are judged harshly. Such is the case when the partners are a livestock permittee and the Forest Service.

This partnership rests on the premise that ranchers are suppliers of beef and beef by-products and the Forest Service operates the wholesale warehouse where ranchers obtain the basic materials for their enterprise (in this instance, forage). Their union is sealed by a written agreement, a contract, that defines the terms of the partnership. Ranchers are responsible for improvements on the land and agree to employ proper grazing techniques to protect the range resource. That protection includes grazing a certain number of animals and rotating stock to avoid overgrazing. The Forest Service accepts ultimate responsibility for the resource. Forest Service employees must monitor the range and set limits on usage.

But, it's a partnership that is often plagued with problems. Some shareholders oppose grazing on public lands. Some think ranchers should pay higher grazing fees, and some only want to protect the land from the abuse they attribute to livestock.

Nestled in the relative calm of Island Park, away from the vociferous range wars several hundred miles west, Jim Hagenbarth's business appears to be in overall good shape. The range looks good. It's not perfect—Jim's the first to admit that—but acceptable. And he's still making a living. Not a killing, he says, just an honest buck. Yet, he sees room for improvement on his allotment.

"Impact," he says calmly, pointing down from his horse at the creekside where various hoofprints create a muddy collage. He rides on silently and a moment later points down again. "There's more impact." He knows grazing livestock is neither the perfect nor the only use of public lands. Legitimate? Yes. Viable? Yes. But flawless? No.

"I'm ashamed of the damage," he says, "but impact can't be avoided. No one or nothing goes into the forest and leaves without making some kind of impact. And it's not

Jim Hagenbarth.

just cattle doing this. Wildlife and people and their dogs leave their mark, too. Sure, the cow pies are unsightly but what else are they supposed to do?'

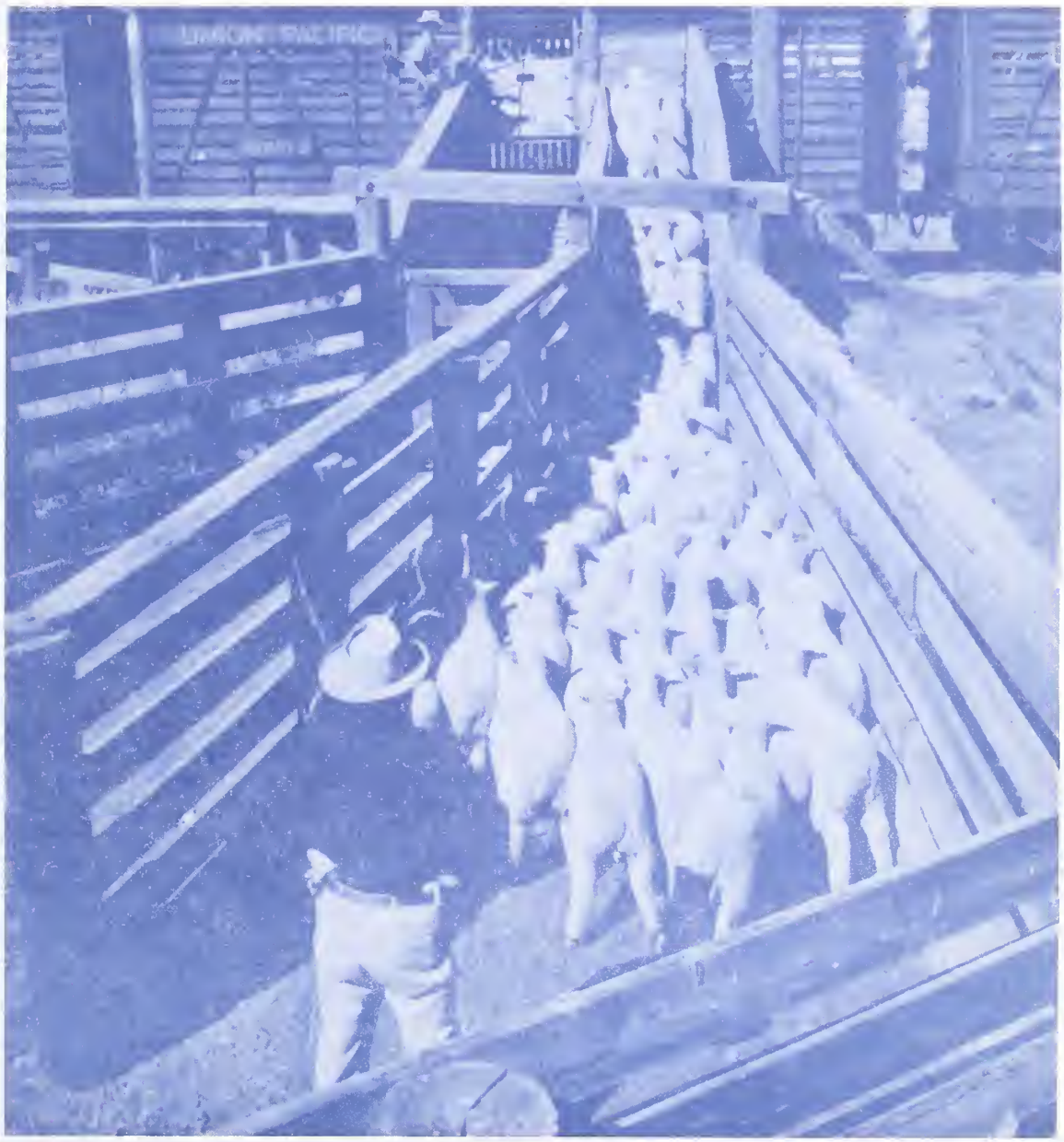
Minor damage aside, Jim employs sound grazing techniques in the spirit of his agreement with the Forest Service. He rests grazed lands, rotates his stock, and puts in improvements but, to make his operation succeed, he needs his partner's expertise and assistance.

"We manage for the average," he says. "If we managed for the extreme, we'd go broke. What we need is more direction from the Forest Service—more research, more analysis. I've never had a Forest Service employee come and ride this range with me. The Forest Service is only interested in damaged areas and the science it uses there is thin. The Forest Service needs more range management money and manpower."

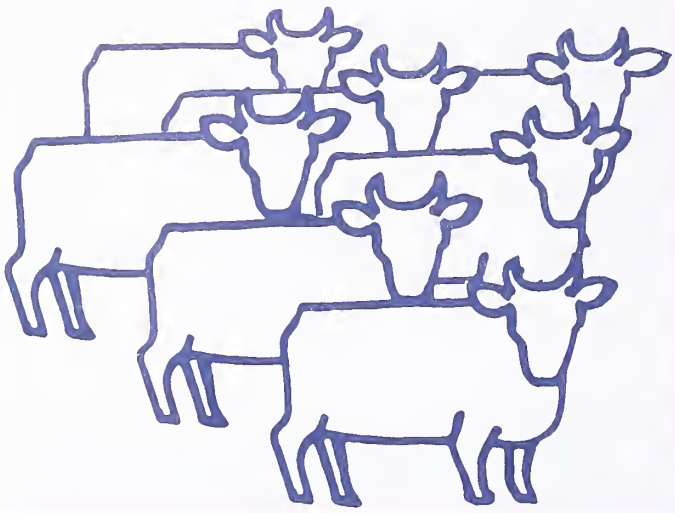
"It's a typical government thing," he adds. "Congress passes all these laws and then doesn't give it [the Forest Service] what it needs to address or carry them out."

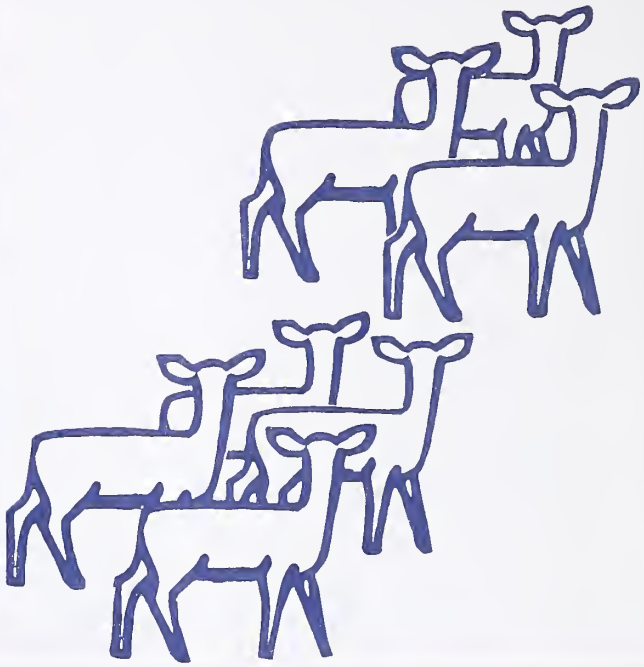
For Jim Hagenbarth and other "good" permittees, being "ignored" by Forest Service Range Conservationists is a rather indirect form of praise. Problem areas generally do require and receive more immediate attention. While this may deny ranchers like Jim the Forest Service interest and guidance they would like, they are still providing a sound example of a legitimate grazing partnership that runs in the green.

Sue Arnott
Public Affairs Specialist
Regional Office



Lambs from the Hagenbarth ranch are being chute loaded into cattle cars (about 100 lambs per tier in each car) for shipment to Los Angeles. After grazing all summer (1951) on the Targhee National Forest under a special use permit, the lambs averaged 95 pounds each and are in prime condition.





LIVESTOCK vs. BIG GAME

The Nevada convention drew more than 700—twice the number expected—and most in cowboy boots and hats. They were a diverse group—ranchers, wildlife managers, interest groups, and land management officials—all concerned about a common issue.

The convention focused on one public lands user conflict: perceived competition between increasing big game populations and livestock for limited water and forage on western rangelands. The broader issue was how to manage soil, water and vegetation in the western United States to provide all the uses and attributes desired by all interests.

The session grew out of a Forest Service Livestock/Big Game Interaction Activity Review. Bob Hamner, Region 4 Permit Administration Manager and a member of the planning team for the convention, said, "Wildlife can't just keep increasing while we are reducing livestock numbers. We have to work together."

Two common viewpoints were expressed during the 3-day session: ranching and wildlife need each other and the best "common ground" is the land itself. Here are some highlights:

"Livestock (grazing) eliminated wildlife from the . . . federal rangeland . . . mainly because no one managed the land early on," said Lonnie Williamson of the Wildlife Management Institute. "The government encouraged this use with offers of free land, water developments and range improvements. Ranchers, therefore, are not interlopers . . . (but) legal, historic and welcomed users."

K.L. Cool, Director of Montana Department of Fish, Wildlife and Parks, said that since public lands are key habitat, wildlife supporters "have a vested interest in healthy public rangelands." Agencies should coordinate allotment and wildlife management plans.

Izaak Walton League's Associate Executive Director Maitland Sharpe said land agencies are "under pressure to act without the resources and information they need. Environmentalists are skeptical that range is getting better. That's hard to square with what they see on the land, know from the General Accounting Office or glean from agencies' own documents." These interests want abundant wildlife; rested, healthy riparian areas; productive rangelands; recharged watersheds; access to public lands; classic open western landscapes and land available to future generations. "They want many of the same things ranchers want but with significant variations. Reducing livestock is often seen as a cure." Sharpe said wildlife interests will support uses that help landowners make income from wildlife. "We want to keep ranchers in business and stop the growth of 'ranchettes.' "

Researchers also called for better information. "It's easy to oversimplify causes," said Rick Miller, Eastern Oregon Agricultural Research Center. "Plant succession is a function of continuous history of environmental change along with disturbance. The key is monitoring what happens to the system."

Philip J. Urness, Utah State University, said comprehensive monitoring should replace arbitrary utilization standards. His research shows the type of land used and the timing of elk/cattle movement are more important than forage. "Knowledge of what each species is removing is essential . . . Stop wasting money on litigation—put it into monitoring on the ground."

Martin Vavra, Superintendent, Eastern Oregon Agricultural Research Center, used Reno as an illustration of the competition problem. "The snow drives wildlife down from their summer range to their winter range in Reno, Nevada, while the Reno populous is marching up the hills." Farming has moved onto deer habitat. "You put a smorgasbord out for wildlife, they are going to come eat it." In the spring, a rancher longs to quit feeding his cattle hay and get them onto the summer range early. But, he is told to defer use. Meanwhile, there's all the elk on the hill consuming the forage!"

Ranchers also had advice for resource agencies. They should treat ranchers as true partners who will help monitor vegetation and manage the land, said Jack Metzger, Vice President, National Cattlemen's Association. "Ranchers' abilities, desires and love for that land should be one hell of an asset."

A single agency should make decisions on wildlife habitat and numbers, said livestock producer Joe Torres. "The same rules" that apply to livestock "should apply to game."

Public interests who favor wildlife over livestock forget the role of American agriculture, said Jimme Wilson, President of the National Cattlemen's Association. "Two percent of the United States feeds the population of this country. Unless the 98 percent wants to return to spending 90 percent of their time on food production, like the Third World, some tradeoffs must be addressed."

Public interests had some advice for the livestock industry: stop resisting change because "most of the grazing program is legally vulnerable," said Tom France, National Wildlife Federation attorney. "Both the Forest Service and the Bureau of Land Management have thousands of allotments not in compliance with their basic land use planning documents. In a legal sense, the lands are being grazed illegally."

Several solutions were offered. Operation Stronghold President and author Dayton Hyde wants incentives for private wildlife ranchers. He made his unproductive ranch a "wildlife spectacular" by developing wetlands. "We are now making more on fishing than on our cattle."

Colorado Division of Wildlife has developed "habitat partnerships" where livestock-agency representatives design methods to stop big game-livestock conflicts including private land hunts and range improvements. Utah's new Big Game Posted Hunting Units allow large continuous tracts of private land to be registered for hunting with the Wildlife Division. Hunters pay an access fee to landowners; the State manages the wildlife, hunting and licensing.

Marty Vavra described the Mescalero Apache Reservation approach where elk, timber and range management are integrated. "Natural resources, the forestry branch and the tribal council come together and make one decision . . . The integrated resource management team looks at the reservation holistically." Jack Ward Thomas, Forest Service Wildlife Researcher from LaGrande, Oregon, summed up. Livestock grazing is being challenged on economic and environmental grounds. Environmental groups will support management for healthy range but Forest Service funding for range management has declined below that for wildlife. The agency is far out of compliance with legal mandates. "The frontier is closed. There's a declining resource base." He said big game production is a consumptive use and must pay its way. Land rent is needed. "Things produced by the land must provide revenue to the land. Hunting fees to the state are okay but landowners should profit, too. Encourage the move to transfer money from consumers to producers. There are a number of ways to solve this state by state."

Thomas said stockmen who pursue their interests alone will lose. Conservationists need to "remember the land is the producer of all things."

Cindy Chojnacky
Regional Public Affairs Office

PREDATOR PROBLEMSOLVERS

Who Are They.... What Do They Do?

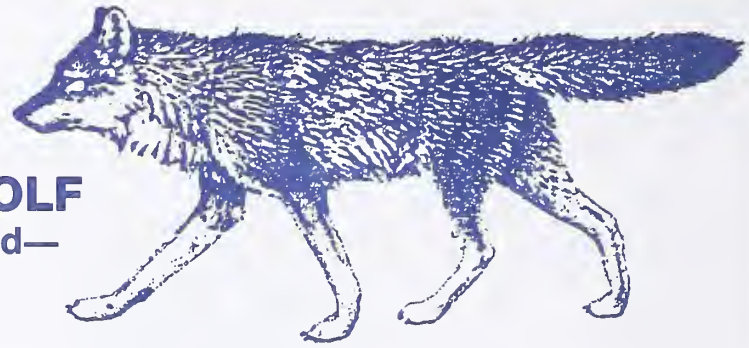
Animal Damage Control (ADC) is part of the Animal and Plant Health Inspection Service (APHIS), an agency of the U.S. Department of Agriculture. A primary ADC responsibility is to protect America's agriculture by helping to solve problems created when wildlife damage a resource or threaten public health and safety. This involves conducting predator control activities on private and sometimes public lands.

ADC work on federal lands is in accordance with specific restrictions established by ADC and the responsible land management agencies.

ADC provides assistance only when it is requested by public land permittees and permission has been given by the managing agency. Control methods, used or recommended, conform with all federal, state, and local laws and regulations.

Concerned groups and individuals often question ADC's presence and activities on public lands. It is a subject of controversy on many Forests.

TWO PREDATORS WHOSE PRESENCE GETS CONFLICTING REVIEWS



GRAY WOLF
—Protected—

- Long legs
- 26-32 inches high
- 4.5 to 6 feet long
- More than 80 pounds
- Tail carried straight, long and bushy
- Broad snout
- Color varies from white to black
- Short rounded ears

4-5 in.

3-4.5 in.

COYOTE
—Not Protected—

- 16-20 inches high
- Less than 4 feet long
- Less than 60 pounds
- Tail usually down
- Narrow snout
- Light colored
- Long, pointed ears

2¼ in.

1¼ in.

A PREYER MEETING

Coyote.

Every fall, since 1988, they've met—an interdisciplinary (ID) team comprised of the Forest Service, Idaho State Fish and Game, Animal Damage Control authorities, permittees and animal rights' supporters—to discuss and, if needed, amend the predator control program they created for the Ketchum Ranger District of the Sawtooth National Forest.

Their last meeting, November 1991, lasted a few hours. They small-talked, discussed last year, planned for the next year, adjourned, talked some more, shook hands and said, "See you next year."

They made it look so easy. But 4 years ago, when this group first met with former District Ranger John Phipps, minds were set, tempers flared and members of this now exemplary ID team held polarized views.

Ranchers, when faced with individuals opposed to killing predators, would say, "We're going to protect our sheep whether you like it or not! We don't have to work with you to protect our livestock!"

Animals rights' supporters like Alison Beechert, Manager of the Animal Shelter for Wood River Valley and an ID team member, would retort, "You are killing predators for taking advantage of what was offered. That is inappropriate on public land and you're using our money to do it!"

Predator control programs generally elicit such responses. On one hand, ranchers have a right to protect their livestock (and pocketbooks) from losses. State laws and federal programs exist to assist ranchers with predator control. On the other hand, National Forest lands are more than just sheep and cattle allotments. Many shareholders protest using tax dollars to kill wildlife that are instinctively behaving wildly. Some see predation as the price ranchers must pay for use of the resource.

Still, this group was able to find common ground, understand opposing views and design a workable program addressing all interested parties' needs and concerns. How did they do it and why did it work?

According to Alison, "Forest Service employees were great moderators. They steered people away from extreme positions and did not take a position themselves. They were committed to letting the public know what was going on and finding the best compromise."

But as District Ranger Alan Pinkerton explains, "The reason it worked is because the people involved wanted it to." Alan also notes a few other contributing factors. This program "succeeds because it's based locally. We keep it intimate and let individualness and local concerns and issues drive the group."

And, yes, there was some give and take. "The biggest compromise we had to make was agreeing that ranchers had the right to protect their livestock," says Alison. We realized that State and Federal laws give herders the right to protect livestock and ADC is mandated to use Federal tax dollars that exist for predator control.

"Our goal," she continues, "is to maximize our control and oversight of ADC's programs at the local level. ADC compromised by limiting their activity. We still don't like the fact that there is an ADC program—these people [ranchers] are using public lands and it's their responsibility to protect their livestock. But that's not an issue we can change here in Ketchum."

It seems so sensible, this localized program, yet Alan and his staff are pioneers in the State. His is the only Ranger District in Idaho with this type of predator control program—one which involves not only Federal and State agencies but also concerned citizens who have a right and a desire to be involved in the decision process.

Before the ID team was formulated, only State and Federal agencies discussed and agreed upon what were often controversial predator control methods. Aerial hunting and trapping were primary means of predator removal. Opponents of these methods wanted ADC and ranchers to employ nonlethal means to prevent predator damage. Guard dogs such as the Great Pyrenees, opponents maintained, provided a more humane alternative. At that time, no guard dogs were being used.

The Decision Notice signed in 1988, in response to those concerns, lists nonlethal means as the preferred method of preventing predator damage. Today 28 guard dogs protect bands of sheep on the Ketchum District; the number of coyotes killed has subsequently decreased. Though guard dogs are not the perfect solution—Alan cited a few instances where hikers were intimidated, but not bitten, by the dogs and a poodle was killed on a neighboring District—this control method is reaping more praise than complaints.

Permittees are comfortable with this arrangement and only ask that more severe methods be employed when and if significant losses occur. ADC still performs its job of removing offending animals and the general public accepts these practices with the knowledge that killing is performed as a last resort.

Sue Arnott
Public Affairs Specialist
Regional Office

So What About the Land?

"From the 1890's to 1960's, range management was the most serious problem the Region faced," wrote Thomas Alexander in his history of the Intermountain Region.* A "combination of research and management" has greatly improved range and watershed conditions. But, Region 4's "most serious and persistent problem for the future" is to "satisfy a potpourri of publics . . . with many outlooks and interests who cannot agree on the dimensions or proper mixture of management elements."

Some range ecologists think knowledge of ecological systems is too sparse to harmonize the needs of complex ecological and social systems. Oregon State University researcher William Krueger believes early range research and management worked well because it focused on a single aspect of the problem—interaction of cattle and resources. "We probably have the best grazing management in the history of the Nation on public lands, but the poorest range management we've ever had."

Range science in the United States got a jump start from the need to restore Forest Reserve land damaged by overgrazing, overcutting and other resource misuse in the 1800's and early 1900's.

The first Forest Service "range scientists" were primarily rangeland ecologists trained in botany or other sciences. "Plant communities in the West were not understood," notes Researcher Stephen Monsen of the Provo Shrub Lab. The Forest Service job "was to try to determine what they really had to manage. Early surveys were to quantify plant communities and determine whether grazing was having a detrimental effect."

Results included excellent classifications of plant communities and a new understanding of ecological systems applied directly to range management. An example is the concept of succession in plant communities which range scientists at the Utah Experiment Station tried to apply to range management. The Utah Experiment Station was established in 1911 in Ephraim Canyon on the Manti-La Sal National Forest and was the forerunner of the Intermountain Research Station (INT). Office of Grazing Studies researchers started range "reconnaissance" efforts, later known as range surveys, which were the basis for grazing management plans. Erosion and flooding problems on the Forest Reserves led to world-famous watershed work in Ephraim Canyon and on the Davis County Experimental Watershed in northern Utah.

In the 1950's, Region 4 managers took a tough stand on improving rangeland resources. Range surveys justified massive livestock reductions and major watershed reclamation and range improvement projects. Rotation grazing and deferred rest systems, designed by scientists, were implemented.

Range ecology research fell on hard times in the 1960's, said Keith Evans in a recent interview. Keith is now Intermountain Station (INT) Assistant Director of Research. "We lost our main constituency." The livestock industry, a prime lobbyist, turned to economics and animal husbandry—seeking to produce a bigger cow off the existing forage. "Forest Service Research got on other bandwagons that were more popular." Today, INT has just two "range" projects; however, range-related research continues under "more popular titles—soil and water, riparian-stream ecosystems, fisheries/watershed interaction, disturbed land reclamation, wildlife habitat and shrub improvement projects. Congress funds these "new" issues better than the old line of range research with its cattle and sheep connotation.

Regional Ecologist Al Winward sees range management as a balancing act, shifting management as land processes and limitations are better understood. Although rangeland conditions have improved in many places, "we have just started to get in balance in terms of grazing the number of livestock the range can support."

Winward said spraying, chaining and seeding, the range improvements of the 1950's and 60's, brought only short-term increases in productivity. Oakbrush, sagebrush and pinyon-juniper came right back. Environmental laws in the 1970's limited spraying; fossil fuel costs halted plowing, disking and seeding, reducing artificial productivity. "We are still overstocked." This is confirmed by GAO studies that indicate federal lands are threatened by overgrazing.

"In the past we didn't know much about riparian areas. In fact riparian areas and wet meadows were called

'sacrifice areas;' now we know they are the circulatory system of the land," Winward said. A reasonable balance between woody plants and understory species is key in this Region. To keep shrubs in balance, fire is needed at 20- to 60-year intervals. Excessive amounts of oakbrush, sagebrush, and pinyon-juniper with no understory are not good for watershed management and provide little wildlife habitat or livestock forage.

Keith Evans said, "Monitoring is a major issue right now. Research scientists need to provide land managers with technology to measure 'indicators' of ecosystem integrity." The goal of sound range management is to sustain a diverse, functioning ecosystem. Reducing the diversity of a natural system tends to reduce its resiliency and stability. "We need indicators that show when the system starts to simplify, shifting towards a monoculture. Some 'baseline' points are needed to measure change."

A 1991 Government Accounting Office (GAO) report found that Forest Service range managers focus on problem allotments leaving 75 percent unmonitored.

"Much of the monitoring now probably would not stand up in court," Evans said. "The people on the ground need better monitoring technology and funding. We are rapidly getting behind the power curve due to the slowness in implementing changes."

While Evans was in the Washington Office, he saw similar frustrations on the spotted owl issue. "Players" in politics, economics and ecology did not agree. The lack of good monitoring information, different definitions for terms such as "old growth," and absence of "indicators" or thresholds of concern helped enhance the conflict. "Similar situations could happen with range-related issues such as riparian areas, wetlands, rare species, and water quality. Our 'publics' are becoming more aware—and concerned. They will hang us out to dry if our monitoring and management practices aren't sound and scientifically based."

The cumulative impacts of other components—recreation, roads, wildlife, timber—are not well known, Al Winward said. We need better methods to help us gather data and interpret it." With increased emphasis on documentation and analysis and with fewer people on the ground, "we actually are losing our basic ecological knowledge, skills and feel for the land." The 1991 GAO report cited a 30 percent decline in range management personnel over the last decade and a lack of a standardized or centralized data-gathering system.

Steve Monsen is frustrated with the loss of ecologists. "We don't have many left. Consequently, I don't feel we truly understand system ecology. We set up areas of research like the Great Basin Experiment Station and then talk of disbanding them. They are more valuable now than ever. We need plant ecology studies that deal with long term activities. And we need the continuity provided by researchers who stay in place to carry out studies over time. I would like the Forest Service to shift back to emphasizing ecology in its research."

Research funding isn't keeping up with range managers' needs to better understand ecosystems, Keith Evans said. The emphasis should be on looking at the whole functioning system. "The bottom line is integrated management. The mistake we made in the past was defining our pigeon hole too narrow, defining range as cattle. The range scientist needs to be an ecologist."

Riparian (streamside) areas such as Dry Creek in southeastern Idaho are the lifeblood of arid range ecosystems and are an important factor in rangeland management.

Everything relates to plant ecology. Global warming—is it occurring? What are the impacts on plant communities? We need to understand the natural fluctuations and changes of plant communities to be able to discern if human-imposed changes are occurring."

Steve doesn't think anyone understands the factors that cause change in plant communities. Range management has tried to mitigate the late 1800's livestock impact on plant communities. "Range people and ecologists generally feel our lands are in better condition now and things are on the upswing. I contend that is not true."

Cheatgrass invaded and occupied many areas in Utah in the early 1900's. In the last 20 years, it has spread so it now occupies almost all of western and southern Utah. Steve Monson says, "I'm convinced the problems we face with invading weeds are as serious as the impacts of livestock." Cheatgrass and other weeds invade quickly and coexist with many native species. Cheatgrass, an annual, dries quickly, increasing fire potential. It is highly competitive and prevents seedling recruitment of most herbaceous and woody species. Most perennials do not have strong vigorous seedlings that are able to compete with cheatgrass.

Steve continues, "I don't think research is staying ahead. Land management agencies seem to be willing to back away from issues instead of trying to resolve problems that have quite dramatic influences on our lands. Where we really have conflicts in use . . . our most successful approach is to lock them up to restrict use, instead of trying to get answers that determine what to do."

Brigham Young University's Kim Harper said the Forest Service must deal with "impending changes" in the ecosystem. "I don't think we are talking about minor readjustments with these invading species. Remedially . . . we can improve the situation but there's no way of returning to pre-white man conditions. We have experienced irreversible changes in the ecological structure. We have overused the resource and made many of our environments prone to the invaders who have come in."

Oregon State University researcher William Krueger suggests that a climatic shift just as the West was being settled resulted in environmental trends. In the late 1800's, the continent was coming out of a mini-Ice Age. As livestock was introduced in "unbelievable quantities," the environment got dryer and woody vegetation got tougher. The Forest Service and Bureau of Land Management responded with controls and reductions.

Krueger said, "We stopped the natural fire cycles which caused unprecedented fuel loads. We stopped controlling brush because society doesn't want herbicides." Meanwhile land managers are writing environmental impact statements and pursuing analyses and documentation required by law " . . . but nothing is being done to redirect succession back to a vegetative herbaceous state. We're moving into a very large monoculture of woody vegetation." That isn't bad per se. "We have to decide. Are we going to accept where nature is taking us, or sit down and figure out what we want and go for it? We'll never get back to pre-settlement conditions. The changes in soils, different vegetation and different species are not going to go away. Natural fire cycles are completely disrupted."

Krueger advocates objective-based resource management planning. "If we as a society can come to a vision of what this environment ought to be, the commodities and amenities will be there."

This emphasis integrates social and biological systems. It focuses on people purposefully working together with their natural environment. It underlies some of the local "range management" experiments across the Region: "shared vision" in Winnemucca, Nevada, "coordinated resource management" in Montpelier, Idaho, and "holistic resource management" (HRM) in Austin, Nevada.

The HRM model is a good way to describe social-biological integration. HRM founder Alan Savory contends that "resources cannot be managed in conflict." Until society can agree on common goals for its public lands, managers cannot manage. HRM starts with a group of people concerned with a given piece of land. They must agree on the quality of life goals—what they want and how they want to live. They decide what the land must look like and produce to support that lifestyle. They consider what's happening with basic land processes: succession, water cycle, mineral (nutrient) cycle and energy and how well the system is converting solar energy into desired resource conditions and outputs. They consider a range of tools to impact the processes—human creativity, rest, fire, grazing, animal impact, living organisms, technology, money and labor. The yearly management plan outlines which tools will be used within economic, biological and organizational guidelines to manipulate the processes towards the agreed-to life, landscape and production goals.

Krueger mentions several integrated approaches underway in Oregon. The Oregon Watershed Improvement Coalition helped environmentalists, recreationists, Bureau of Land Management, Forest Service and wildlife officials and ranchers to form a common vision for 2,000 square miles in central Oregon. The Malheur Lakes Basin working group started when local ranchers decided to involve all the interests in setting a common vision for the area.

"The key thing is not blaming anybody. We all want the same things really: a good, high quality environment."

Cindy Chojnacky
Regional Public Affairs Office

"The Rise of Multiple-Use Management in the Intermountain West: A History of Region 4 of the Forest Service."

SURVIVAL

"The more we exploit nature, the more our options are reduced, until we have only one:

to fight for survival."

—Morris Udall

Life Tips . . .

DON'T HORSE AROUND

Many Forest Service employees are occasional horse users. They should use only gentle horses properly trained to (1) load and unload easily from a horse trailer; (2) stand quietly while being saddled and mounted; and (3) stand quietly when tied by themselves.

There are some things a rider should know about the particular horse he or she will ride.

HORSES AND MULES:

- *Have personalities, just like people. They may be shy, bold, nervous, lazy, etc. The rider must have that knowledge and handle the horse accordingly.*
- *Are not machines. They are capable of thinking but cannot reason.*
- *Will walk off a cliff if you urge them.*
- *Will eat themselves to death on grain if you let them.*
- *Can learn to trust you, if you earn it. They are distrustful if poorly handled and lack confidence in frightened riders.*
- *Can learn to understand and recognize word commands and tone of voice.*
- *Can sense fear or tension which is transmitted through the rider's hands and legs. They respond to your moods.*
- *Cannot concentrate long or think of two things at once. They lose their train of thought easily. It's up to the rider to keep them on the right track.*
- *Can be taught through reward and punishment.*
- *Are not always alert to hazards (holes, wire, etc.).*

HORSES AND MULES ARE AFRAID OF:

- *Fast movements, especially around the head.*
- *Unfamiliar objects.*
- *Things that move toward them (i.e.; a stranger with an out-stretched hand).*
- *Unfamiliar smells and sounds.*
- *Strange horses.*
- *Sneaky movements.*
- *Things that follow them (like a trailing rope).*

THE PHYSICAL NEEDS AND TRAITS OF HORSES AND MULES ARE:

- *Need rest.*
- *Must have shoes.*
- *Love grain (oats, corn, barley).*
- *Legs, back and head are fragile (injuries in those areas can be fatal).*
- *Extremely strong.*
- *Like humans, can get out of condition.*
- *Can strike with front feet and kick with back feet. When they are scared, they will try to protect themselves by striking, bolting or bucking.*
- *Tend to resist direct, steady pressure.*
- *Are creatures of habit.*
- *Cannot kick or buck with their ears forward—ears are their gears.*
- *Are not faithful to humans like dogs are.*
- *React unnaturally to wind, rain, snow, etc.*
- *Are less manageable in the springtime.*
- *Most are lazy.*
- *Spoiled animals can be dangerous.*
- *Don't like to be patted on the head, or touched lightly, especially on the flank.*
- *Don't like to be looked at directly in the eye.*
- *Even the most domesticated have a wild streak.*
- *Will act differently if something is wrong (loose shoe, tight cinch, etc.).*
- *Will try your patience.*

—from the August 1987 issue of The Dixie Safety News Bulletin.

TQM, the Workplace, and the Humboldt

The Humboldt National Forest (Nevada) embraced the concept of Quality Management before the TQM awareness sessions were finished. Enthusiasm caught on and several quality improvement teams were formed. In the past year, over 30 percent of the Forest workforce actively worked on a Quality Improvement Team (QIT) or the Quality Steering Team. A sample of Forest accomplishments include:

VOUCHER AWARD SYSTEM

Personal, no-hassle awards of $25 were made available so any Humboldt employee can present one to a fellow worker for an extra effort, a job well done, or some type of accomplishment deserving a special thank you. The award includes a preprinted certificate and can be awarded on the spot.

CAREER COUNSELING

A Career Counseling Quality Improvement Team was formed consisting of Bonnie Whalen, Janet Valle, Teri Haney, Brett Glover and Dan Dallas. The Team's first effort was to combine a packet of information into a single document for distribution to employees. This document included OPM-X118 requirements and other helpful career development information. The Team adopted a "care to steal the very best attitude" and used information from several Regions and Forests. The Team's next project was a workshop held in conjunction with the Forest's All-Employees Fair. There employees heard and accepted the message that they, individually, have the primary responsibility for personal career development and enhancement. Several subsequent personnel actions and training requests can be directly attributed to workshop messages. The workshop will be repeated this year because of demand. The QIT identified several other counseling needs, such as dual careers and financial planning, which will be included in future training efforts.

EMPLOYEE ORIENTATION

The Human Resources Action Team took on the QIT assignment to improve orientation of both seasonal and permanent employees on the Forest. Orientation will include training sessions, reference manuals, and a video for the respective groups.

The Humboldt's initial efforts favored internal customers. With a completed charter, 1992 program objectives will shift more to external customers. The Forest has a long project list awaiting Quality Improvement Team assignments. In addition, several Districts have made a special effort to invite external customers to discuss their interests and expectations at District meetings. Smaller projects are also showing up that recognize customer needs.

For example, the Ely Ranger District has installed a map dispenser in front of its office. People can now buy maps of the Ely, Ruby Mountains and Jarbidge/Mountain City Ranger Districts after hours and on weekends and holidays when the office is not open. The maps are $2 each and the machine only accepts quarters.

Employees on the Humboldt Forest are encouraged and excited about Total Quality Management.

Jerry Davis
Planner/Public Affairs Officer
Humboldt National Forest

★ NEW ★ NEW ★ NEW ★ NEW ★ NEW IMPROVED ★

INTERMOUNTAIN REGION

EMPLOYEE SUGGESTION PROGRAM

Idea Generator

★★★

Regional Forester's Message

From June through August 1991, this Region separated four employees for falsifying time reports and reviewed like situations involving two other employees. Two cases are particularly sad because they involved employees with about 30 years of service. What that data amounts to is that six employees put their careers on the line (and lost) for relatively small amounts of money or saved leave.

This concerns me greatly; partly because this is about the same number of separations we historically do in an entire year but, more importantly, it undermines the large amount of trust we place in all our employees under the flexible work schedules and in many other areas.

Let me cite another area where we place trust in our employees. I expect (or trust) our employees to be innovative and risktakers in providing customer satisfaction while staying within the boundaries of applicable laws and regulations. Be sure that is the case before you take action. Empowerment should not be taken lightly.

Trust is a critical part of our work climate whether we are innovately seeking new ways to serve or recording time under the variety of flexible schedules that are available to our employees.

Flexible schedules are a form of freedom. Employees can adjust work schedules to more fully meet personal needs, while meeting the needs of the workplace. Empowerment, too, is a freedom that allows us to try unchartered ways of doing our jobs. Such freedoms may be squelched when trusts are violated.

This type of message makes me uncomfortable because there are proportionately only a few of our many employees who try to cheat the system. They are the ones who need to review the dictionary definition of some old-fashioned words like ethics, integrity, honesty, and being trustworthy and then reapply them in their personal conduct. But none of us can let down our guard in emphasizing the importance of honesty in our day-to-day responsibilities.

AWARDS GUIDEBOOK

Have you seen the new Forest Service Awards Guidebook? It is an easy reference that includes almost everything anyone would want to know about formal ways to recognize employees. A flip-through will show little known facts such as:

- *you can spend government funds to provide light refreshments at award ceremonies for all employees*
- *you can spend government funds to provide flowers and decoration items for an awards ceremony*
- *every gift of money should be accompanied by a Certificate of Merit to provide a lasting memory of the occasion*
- *thank-you cards may be purchased with government funds for special awards or for a special act*
- *some Regions and Stations have their own length-of-service awards for 5- or 10-year increments*
- *you can give on-the-spot monetary awards*
- *you can give incentive leave awards (guidelines are coming soon).*

The what, who, when, how and reference for various types of performance awards and national honor awards are shown on spreadsheets. Nomination and approval steps are outlined, as are scales for both tangible and intangible monetary awards.

A separate Honor Awards Planning Guide describes major federal and non-federally sponsored awards available to Federal employees by showing the purpose, eligibility, criteria, nomination deadline and ceremony dates for each. The Guide was prepared by the U.S. Office of Personnel Management to assist in preparing award nominations.

Awards

ASHLEY NATIONAL FOREST

Cash

SHERRY KESSEL, Resource Clerk, Vernal RD - For outstanding efforts in improving correspondence procedures on the District.

CINDY SEVERSON, Clerk Typist, Vernal RD - For outstanding efforts in updating the manuals and handbooks on the District.

GINA REESE, Engineering Technician, SO - For sustained superior performance during 1991.

LOREN WALKER, Administrative Officer, SO - For outstanding leadership and emphasis in Forest budget programs which enabled the Forest to show positive yearend closings for fiscal years 1990 and 1991.

JANECE PHILLIPS, Accounting Technician, SO - For ingenuity in creating new and innovative methods for transmitting daily information to the field resulting in substantial savings of Forest dollars.

IVAN ERSKINE, Forester, SO - For leadership in planning and construction and concern for safety in the rappell tower project.

FRANCES REYNOLDS, Public Affairs Officer, SO - For serving as chairperson for the Forest's Centennial celebration, organizing the Centennial trail ride and being involved with the Flaming Gorge Natural History Association.

CURT PALMER, Forestry Technician, SO - For an outstanding job in managing the Interagency Fire Training Program in preparation for the 1991 fire season.

JODEAN WILLIAMS, Support Services Specialist, Vernal RD - For outstanding contributions to the office and resource support services for the District.

KATHLEEN PAULIN, Wildlife Biologist, Vernal RD - For outstanding performance in the wildlife and fisheries programs, contributions to Interdisciplinary Team efforts and external communications for the District.

V. MIKE BERGFELD, Forester, Vernal RD - For outstanding administration, promotion of partners, and customer involvement in the recreation, lands, minerals and special uses programs on the District.

NANCY ROSS, Supervisory Forester, Vernal RD - For outstanding contributions and accomplishments in the timber management program, NEPA coordination and management of the Blanchett Park project.

Group

MARI CAMPBELL, Information Assistant; BRENT FORD, Forestry Technician; KAY POTTER, Business Management Clerk; DELORES SIMONS, Lead Forestry Technician, and CRAIG SHEDY, Forester - For exemplary service in maintaining high quality timber and special use programs on the Flaming Gorge in the absence of a District Resource Clerk.

KEN JAEGER, Lead Forestry Technician; COLETTE WEBB, Forestry Technician; TIA LESCHIN, Forestry Technician; KIM HAMILTON, Forestry Technician; RACHEL SEVI, Forestry Aid; MARCELL WIELAND, Forestry Aid; BRODIE WILSON, Forestry Aid; BRIAN TABBEE, Forestry Aid; JIMMY RAY OLLIE, Forestry Aid, and DEXTER PURNELL, Forestry Aid - For expedient sale preparation for Ogden Ranger District, Wasatch-Cache NF, dealing with the tussock moth epidemic.

Quality Step Increase

CINDY YOUNG, Personnel Clerk, SO - For outstanding performance exceeding normal expectations in all aspects of personnel processing and clerical work.

JULENA POPE, Program Assistant, SO - For outstanding performance in FY 1991.

CLARK TUCKER, Roosevelt District Ranger - For outstanding performance rating for FY 1991.

BRET RUBY, Forestry Technician, Flaming Gorge RD - For overall performance exceeding assigned elements and standards for an outstanding 1991 rating.

KEN JAEGER, Lead Forestry Technician, SO - For outstanding performance in accomplishing a heavy timber preparation schedule and sustaining high crew morale through the field season.

BOISE NATIONAL FOREST

Cash

DARREL VAN BUREN, Civil Engineering Technician, SO - For outstanding performance as the Forest Sign Coordinator for the 1991 field season.

ROLAND HARRIS, Forestry Technician, Mountain Home RD - For a superior degree of performance as crew foreman for District timber sale preparation. He has demonstrated a high degree of independence, foresight and dependability.

GWEN BOYLE, RICHARD CABALLERO, and MARY TOEWS, Forestry Technicians, SO Dispatch - For implementing Interagency Dispatch with the State of Idaho Department of Lands.

DAN DZURANIN, KATHY MOFFIS, CHARLES MUNDEN, and CAROL ROSS, Forestry Technicians, Emmett RD - For outstanding performance as members of the 1991 District Marking Crew.

KENNETH BAKER, Lead Forestry Technician, Emmett RD - For outstanding performance as a member of the 1991 District Marking Crew.

CLIFFORD STEPHENSON, Supervisory Civil Engineer, Emmett RD - For extraordinary personal contributions to Region, Forest and District programs that improved accessibility to National Forest facilities for persons with disabilities.

DONALD DITTMER, Supervisory Forester, Emmett RD - For outstanding performance as IDT leader on the District during 1991.

ANN ROSEBERRY, Forester, Emmett RD - For outstanding accomplishments in reforestation and TXI on the District during 1991.

KATHLEEN STEARNS, Forestry Aid, Garden Valley - For outstanding performance while in a training capacity and single-handedly changing and enhancing the image of the Garden Valley Ranger Station.

GAIL REDMOND, Forestry Technician, Cascade RD - For outstanding performance as a Recreation Patrolperson during the 1990-1991 recreation season.

DAVID MARBEN, Forester, Cascade RD - For managing the District's silviculture department.

MELVIN HAAS, Civil Engineering Technician, Cascade RD - For an exceptional job in administering the road use permits for the Johnson Creek Road on the District.

WANDA MONTGOMERY, Forestry Technician, Cascade RD - For an outstanding effort in administering the silviculture department's multi-project contract.

MARK LEIS, Lead Forestry Technician, Cascade RD - For outstanding performance as inspector for the silviculture department's contract work.

Group

MICHAEL RHINARD, JAMES O'NEIL and TIMOTHY MACK, Cascade RD - For outstanding support to the District's presale program with emphasis on safety.

Quality Step Increase

AUDREY KARPE, Forestry Technician, Emmett RD - For sustained exceptional performance with an extremely heavy workload and adverse conditions.

ETHEL SMALLEY, Clerk Typist, Emmett RD - For sustained performance in 1991, while carrying on the usual workload plus the increased duties demanded by the reassignment of the Boise Hotshots.

DOROTHY WILSON, Information Receptionist, Emmett RD - For sustained superior performance while in a training capacity by performing regular duties and accepting and performing the duties of Business Management Assistant.

PAUL BRYANT, Land Use Planning Specialist, SO - For superior performance in supporting the Ranger Districts in implementing the Forest Plan.

BRIDGER-TETON NATIONAL FOREST

Cash

CHARLES JONES, Jackson District Ranger; LUCY WILKERSON, Geologist, Jackson RD;

DONESE WILLIAMS, Minerals Area Management Specialist, Big Piney RD; DEBORAH HOOK, Forestry Technician, Big Piney RD; BRADLEY BRIDGES, Computer Assistant, SO; JOETTE KATZER, Cartographic Technician, SO; CLAUDINE MERRELL, Mail/File Clerk, SO; ROSEMARY HOUSER, Resource Clerk, Greys River RD; and EVELYN WILSON, SCSEP Enrollee, SO - For special effort in completing the FY 1991 Mineral Leasing Program on the Forest. The outstanding team effort resulted in a quality task being completed within the predetermined time constraints.

MARRILYNN SHOEMAKER, Computer Programmer Analyst, SO - For outstanding performance in customer service, through training Forest Service personnel in basic computer skills, thereby enhancing their use and knowledge of systems software, which resulted in greater productivity of all Forest Service employees.

CAROL ECKERT, Natural Resource Specialist, Buffalo RD - For sustained superior performance enabling the District and Forest to be recognized as a national leader in grizzly bear management.

DOROTHY NECKELS, Information Assistant, SO - For moving and reorganizing the Visitor Information Center resulting in a reception area which gives the public an excellent impression of the Forest Service.

LARRY ANDRYSCO, Purchasing Agent, SO - For responding promptly and cheerfully each and every time he is asked to assist at the Visitor Information Center when the office is understaffed.

MARY SKINNER, Clerk Typist, Pinedale RD - For outstanding performance in carrying out her Clerk Typist and Frontliner duties on the District.

ANITA DOUGLAS, Resource Clerk, Pinedale RD - For outstanding performance.

JUDITH REED, Supervisory Range Conservationist, Greys River RD - For providing outstanding customer service in working with grazing permittees to implement Forest Plan standards and guidelines.

DIANA LEVASSEUR, Resource Clerk, Kemmerer RD - For exemplary performance in maintenance of the District computer room and its associated facilities.

LARRY WARREN, Forester, SO - For extraordinary dedication to and leadership of the Forest Geographic Information System Taskforce.

GLENDA FLOYD, Support Services Specialist, Kemmerer RD - For selflessly performing extra duties to contribute to efficient operation of the District and a spirit of teamwork during the District Ranger vacancy.

TONI STRAUSS, Range Conservationist, Greys River RD - For completing additional acreages of Level II Riparian Inventory above that which was assigned during the 1991 field season.

NEWELL LEAVITT, SCSEP Enrollee, Greys River RD - For the extra work put forth transporting tack, tents, and personal gear on the 1991 Interagency Trail Ride.

MAURICE YOUNG, Forestry Technician, Greys River RD - For ingenuity and extra effort expended in renovation of the Sage Peak and Bradley Mountain radio sites.

DORIS JOHNSON, SCSEP Enrollee, Greys River RD - For providing exemplary service and a Good Host attitude to the public.

LARRY WARREN, Forester, SO - For outstanding efforts to lead the Forest in implementing the principles of TQM as an everyday way of doing business.

BARBARA SIMON, Resource Clerk, Jackson RD - For independently diagnosing and repairing the SO computer during the absence of regular Information Systems employees, resulting in minimal impact to SO users.

LYNN HUNSAKER, SCSEP Enrollee, Greys River RD - For superior workmanship and leadership in the construction of structures for Lake Alice Campground and remote communication sites on the Forest.

JAMES IRWIN, Warehouse Worker, SO - For giving significant time and effort to a special volunteer on the Forest.

Quality Step Increase

SHIRLEY GOWETT, Resource Clerk, Jackson RD - For outstanding performance of her duties at the highest level of efficiency and her extraordinary ability to get the job done under very stressful circumstances while maintaining the utmost professionalism.

ROBERT KING, Engineering Technician, Greys River RD - For outstanding performance.

DIXIE NATIONAL FOREST

Cash

S. ALAN TALBOT, Civil Engineering Technician, SO - For an outstanding effort in performing extra duties in the absence of two engineering employees.

SANDRA G. WEAVER, Forester, Escalante RD - For effective and unselfish instruction of the increasing human effectiveness II experience.

CHARLOTTE T. MITCHELL, Support Services Supervisor, Cedar City RD - For continued superior performance of her duties.

ALLEN D. STEWART, Range Technician, Teasdale RD - For superior performance in supervising District facilities and seasonal quarters maintenance for FY 1991.

DAVID M. EDE, Forestry Technician, Teasdale RD - For outstanding performance while detailed as District Recreation Guard in FY 1991.

VIRGINIA H. JEFFERY, Clerk Typist, Teasdale RD - For outstanding performance in establishing the Wildcat Guard Station Information Center.

JANET S. NELSON, Personnel Clerk, SO - For outstanding performance.

DONALD W. CARTER, Budget and Accounting Officer, SO - For his ability to meet financial obligations in overseeing the Forest budget during a stressful period.

MARY K. STATHIS, Mail and File Clerk, SO - For dedication in keeping front desk coverage with available resources during a 6-month period in addition to her normal duties.

JEFFRY G. BOTT, Forester, Teasdale RD - For superior performance in completing the North Slope EIS and getting the timber program up to Forest Plan standards.

BRENT L. MACE, Recreation Resource Management Specialist, Cedar City RD - For outstanding administration of the Brian Head Ski Area.

LAMOND O. DAVIS, Forestry Technician, Cedar City RD - For outstanding work in obtaining and administering the Sign Shop Agreement with the BLM.

SUSAN J. HAYMAN, Resource Specialist, Cedar City RD - For special achievement in public involvement and the NEPA process for two allotment management plan revisions.

VERN H. ROUNDY, Forester, Cedar City RD - For special achievement in clearing the right-of-way for the Navajo Lake Road project.

PAUL H. FULLMER, Forestry Technician, Cedar City RD - For special achievement in slash burning for the Navajo Lake Road project.

DALE B. HARRIS, Range Conservationist, Cedar City RD - For special achievement in completing two high quality allotment management plan revisions.

W. RANDALL HOUSTON, Range Technician, Cedar City RD - For special achievement in serving on the ID Team and completing two allotment plan revisions.

Quality Step Increase

BARRY J. JOHNSON, Forester, SO - For sustained performance of duties which substantially exceed his job in timber management.

ELVIN G. COX, Electronics Technician, SO - For performing in an outstanding manner on a continuing basis.

SUSAN J. HAYMAN, Resource Specialist, Cedar City RD - For outstanding performance and exceptional accomplishment of duties.

RANDALL R. HAYMAN, Forester, Cedar City RD - For outstanding performance and professionalism in performing his duties as a Presale Forester and Silviculturist.

FISHLAKE NATIONAL FOREST

Cash

DARIL HANSEN, Electronics Technician, SO - For sustained superior performance. This is reflected in past-year accomplishments in completing the draft Forest Telecommunications Plan, switch installation and successful conversion to FTS 2000.

CORNELL CHRISTENSEN, Range Conservationist, Loa RD - For outstanding performance during FY 1991.

KENT TRAVELLER, Supervisory Landscape Architect, Loa RD - For outstanding accomplishments in recreation management during FY 1991.

JOANN DODDS, Personnel Clerk, SO - For exceptional service in personnel processing, gaining processing expertise, setting up clerical aspects of a servicing personnel office and ensuring a timely, efficient flow of personnel actions.

GLENNA FORBUSH, Support Services Specialist, Richfield RD - For sustained superior performance. This is reflected in her exceptional effort and dedication during the past 2 years.

GARY DELEEUW, Forestry Technician, Richfield RD - For the quality manner in which timber sales were prepared for the Richfield and Loa Ranger Districts and for the extraordinary effort in handling the tree planting program.

VAL NORMAN, Forester, Richfield RD - For extraordinary commitment and effort in organizing the Gooseberry Third Grade Environmental Awareness Program and working with the Volunteer Program.

DELLA RASMUSSEN, Computer Assistant, SO - For outstanding accomplishments as computer assistant and for completing installation of the Forest Recreation Opportunity Guide and the Districts' FTS 2000 computer data networks.

BENNETT BLACK, Beaver District Ranger - For an outstanding job in all FY 1991 performance elements.

TONY VALDES, Supervisory Range Conservationist, Beaver RD - For sustained superior performance in FY 1991 and extra efforts made in implementing "Change on the Range."

DANDY POLLOCK, Forester, Beaver RD - For sustained superior performance in FY 1991 and extra efforts made in preparing NEPA documents needed to fill the "Timber Pipeline."

ROBIN HAMILTON, Resource Specialist, Beaver RD - For sustained superior performance in FY 1991 and extra efforts in administration of outfitter and guide permits and the City Creek Irrigation Company proposal.

HUMBOLDT NATIONAL FOREST

Cash

DIANE BRADY, Support Services Supervisor, Mountain City RD - For sustained superior performance.

DAVID KERN, Forestry Technician, Santa Rosa RD - For demonstrating a high level of initiative and leadership in the District's health and safety program.

MARTINA GAST, Natural Resource Specialist, Santa Rosa RD - For sustained superior performance.

PAYETTE NATIONAL FOREST

Cash

MIKE ESPY, BILL COX, GRETCHEN FITZGERALD, KAY BEALL, BOB POERTNER, CINDY BOYCE, SUZANNE INGLIS, ROB CORDTZ, JOHN GEBHARDS and WALLY MCCLURE, Biological Aids/Technicians, Krassel RD - For outstanding commitment and accomplishing targets with a high degree of quality during FY 1991.

MARIA A. COX, Forestry Technician, New Meadows RD - For exceptional performance in timber sale preparation especially as it relates to the leadership exhibited in the timely completion of the Englemann spruce salvage sales and the implementation of TQM principles.

CATHY A. BARNETT, TERRA EVERTSON, JAMES D. FRY, JR. and TODD E. MCCARTY, Forestry Aids, New Meadows RD - For teamwork and outstanding performance in timber sale preparation in conjunction with the Englemann spruce salvage sales on the McCall RD.

DOUGLAS J. HEYREND, Forestry Technician, New Meadows RD - For teamwork and outstanding performance in timber sale preparation for the New Meadows timber group.
DAVID M. SPANN, Forester, New Meadows RD - For exceptional County leadership exhibited by his support of and direction to the Adams County Development Corporation.
LYNN A. DIXON, Forestry Technician, New Meadows RD - For producing exceptional NEPA documents.
CHRISTINE A. KOEBERLEIN, Resource Clerk, New Meadows RD - For exceptional assistance to large and small sales and sale administration.
TIMOTHY V. KELLER, Forestry Technician, New Meadows RD - For displaying an excellent attitude and work ethics and promoting safety as a member of the Engine Crew.
WENDY I. OGDEN, Forestry Aid, Council RD - For outstanding performance as a member of the Timber Marking Crew during the 1991 field season.
WILLIAM L. BONES, Forestry Technician, New Meadows RD - For exceptional performance in learning and accomplishing new duties as the District's Fire Severity Crew Foreman.
CHARLES B. VRIELING, Supervisory Forestry Technician, New Meadows RD - For an excellent attitude ahd performance in managing the Price Valley Helitack Crew while temporarily promoted to the Foreman position.
MARLENE K. ENO, Lead Forestry Technician, New Meadows RD - For exceptional performance in helitack and fuels management during the 1991 fire season.
NANCY S. MONK, Forestry Technician, New Meadows RD - For continued exceptional performance that substantially exceeds the requirements of her position as the District's Lead Fire Lookout.
WILLIAM E. ARBAUGH, Forestry Aid, New Meadows RD - For outstanding and professional performance as a first-year Fire Lookout on Granite Mountain.
DEBRA I. BECK, SHANAN L. BRINKLEY, and JACK D. PAANANEN, Forestry Technicians, New Meadows RD - For maintaining quality reforestation records and being a key player on the Reforestation Team.

SALMON NATIONAL FOREST

Cash

ROBERT N. TAYLOR, Forester, North Fork RD - For sustained superior performance for the past 2 years and exceeding the acceptable rating in all critical performance elements for the 1991 performance rating period.
BERT J. GOULD, Civil Engineering Technician, North Fork RD - For the extra effort in taking over the District's minerals and trails program during the vacancy of the Resource Assistant position.
DOLORES P. BAKER, Support Services Specialist, North Fork RD - For outstanding effort in establishing and maintaining an excellent relationship with the leadership of the Shoshone-Bannock Native American Tribe in the recruitment and retention of summer seasonal Native American youths.
WILLIAM O. HICKEY, Animal Packer, Cobalt RD - For highly significant contributions to the Forest wilderness program during FY 1991.
ROBBERT MICKELSON, Range Technician, Cobalt RD - For highly significant contributions to the range, wildlife and fisheries program in FY 1991 on the District.
MITCH D. RICHARDSON, Wilderness Ranger, Cobalt RD - For highly significant contributions to the Forest wilderness program during FY 1991.
DELILA T. GARECHANA, Computer Assistant, SO - For exceeding the normal expectations of her job in duties and willingness to help others better perform their duties.
ESTHER H. MUND, Support Services Supervisor, SO - For exceeding the normal expectations of her job in duties and willingness to help others better perform their duties.
REBECCA L. MADSEN and ANTHONY B. BOTELLO, Forestry Technicians, North Fork RD - For extra time and effort in putting together the low-impact demonstration camp for the Lemhi County Fair.
NANCY RUSSELL, Civil Engineering Technician, SO - For her artistic talents in creating and producing the artwork on the cachet envelopes and saddlebags that carried 1,000 pieces of mail from Salmon to Elk City, Idaho, to help celebrate the Centennial of the Forest Reserves.
ANNE WESTFALL, Information Receptionist, North Fork RD - For performance of her duties and taking on the task of improving access to the District's equipment and supplies.
DAVID A. SABO, Forester, Cobalt RD - For a quality improvement suggestion entitled, "Forest Corner," which was adopted for use.
KENT FUELLENBACH, Public Affairs Specialist, SO - For sustained superior performance while heavily involved in the Forest Reserves Centennial celebration activities.
CLIFFORD R. KEENE, Assistant Planner, SO - For sustained superior performance in out-year program budget preparation, management of the computerized timber management records system, and TSPIRS reporting.
ROGER B. MONSON, Forestry Technician, Leadore RD - For completing construction and maintenance projects in a timely manner while consistently maintaining high quality workmanship and coordinating fire crew priorities between BLM and the District with minimal supervision.
GAIL S. FIREBAUGH, Archeologist, SO - For devoting a substantial amount of time in achieving a quality cultural resource evaluation and mitigation plan.
LUTHER O. PHILLIPS, Equipment Operator, Salmon RD - For steadily increasing his production rate and quality of work over the last 3 seasons (10 weeks per season). He performed his duties in a safe and efficient manner.
DONALD D. PRESTWICH, Supervisory Forestry Technician, North Fork RD - For hard work and dedication in helping the District complete its fisheries instream structure enhancement projects.
TERRY R. WOEHLKE, ROLLAND R. MILLER, MIKE S. FARROW, DON P. MOORE, BEN R. BUSH and MELVIN O. KERNS, Forestry Technicians, North Fork RD - For hard work and dedication in helping the District complete its fisheries instream structure enhancement projects.
JOSEPH R. NIELSON, Forestry Aid, North Fork RD - For hard work and dedication in helping the District complete its fisheries instream structure enhancement projects.
PATRICIA L. HURT, Wildlife Biologist, Salmon RD - For hard work and dedication in implementing the District's fishery program while also handling the full duties of the District's Wildlife Biologist.
HEIDI M. HILL, Supervisory Forestry Technician, SO - For the high quality and persistent job she did of "kicking the Forest's volunteer program up a few notches."
GLENN A. SEABERG, Natural Resource Specialist, Cobalt RD - For substantial accomplishments in implementing the cache settlement agreement for the Frank Church-River of No Return Wilderness.
GARY L. JACKSON, Soil Scientist, SO - For an outstanding effort as Rehabilitation Team Leader on the McKim Creek Fire area.
SHARON H. HENNIG, Resource Clerk, SO - For her suggestion to provide a written response to all written public comments.
ELLEN G. GALLAMORE, Office Automation Clerk, Cobalt RD - For her special quality of work in updating the minerals files and assisting the Forest Minerals Specialist in cataloging minerals and reclamation research material.

TARGHEE NATIONAL FOREST

Cash

BRIAN L. WILKENING, Maintenance Worker, Island Park RD - For sustained superior performance in facility and quarters maintenance.
ALISSA WILSON, Civil Engineering Technician, Island Park RD - For sustained superior performance in facility and quarters maintenance.
BRYAN ABER, Civil Engineering Technician, Dubois RD - For sustained superior performance in completing engineering and road signing projects.
SUSAN MCKENNA and LINDA ALBANO, Civil Engineering Technicians, Island Park RD - For outstanding performance in replacing and maintaining road signs on the District in addition to their regular duties of road and bridge surveys.
JOHN BESSEY, Maintenance Worker, Island Park RD - For outstanding performance in assisting the Engineering Department in road surveys in addition to his regular groundskeeping duties.
SHANA G. MILLER, Support Services Specialist, Teton Basin RD - For superior performance over the past 2 years. She has exceeded expectations.
LORI NAGLE, Personnel Clerk, SO - For exceptional personnel services provided the Salmon NF which contributed to a successful personnel program on the Forest.
KONIE GARDNER, Personnel Clerk, SO - For help in training two new personnel clerks while maintaining high quality personnel work and successfully processing an unusually large number of OWCP cases for two National Forests.
STEPHEN GENTILE, Surveying Technician, SO - For exceeding normal expectations in both quantity and quality for landline locations this field season.
ANETTE ZOLLINGER, Personnel Management Specialist, SO - For exceeding normal requirements of the job by providing superior service to the Challis, Salmon and Caribou National Forests during the past year.
DEBRA M. BUSTER, Personnel Assistant, SO - For providing substantial technical work while assisting two critical positions that were either vacant or filled by new employees.
JERRY V. BROWNING, Personnel Management Specialist, SO - For exceeding normal requirements of the job by providing superior service to the Targhee and Bridger-Teton National Forests during the past year.
DEAN R. HATHAWAY, Civil Engineering Technician, SO - For sustained superior performance in implementing the asbestos testing program on the Challis, Salmon, and Targhee National Forests while still completing the facilities 5-year maintenance plan and numerous maintenance projects.
ROBERT M. KIRKPATRICK, Civil Engineer, SO - For sustained superior performance in providing engineering assistance (asbestos) to two National Forests and the Regional Office and for exceptional, completed engineering staff work.
LEON A. BLEGGI, Civil Engineering Technician, SO - For performing sign coordination duties when this position was vacant and completing two categorical exclusions along with maintaining an expanded workload.
DUSTY HINCKS, Range Technician, Palisades RD - For sustained superior performance in range administration and range/watershed improvements.
BRENT ERSKINE, Forester, Palisades RD - For outstanding work and coordinating effort in developing the South Fork River environmental assessment and activities operation plan which set management direction for a very sensitive resource on the Forest.
JOSLYN C. ALLRED, Resource Clerk, Palisades RD - For outstanding support services performed during the receptionist training transition period which occurred during the heavy summer use season and the fiscal yearend.
LOIS T. ANDERSEN, Support Services Specialist, Palisades RD - For outstanding work in developing a budget process that District Program Managers can follow for current out-year budgets.
EMMETT (BUD) ALFORD, Wildlife Biologist, Palisades RD - For outstanding work and coordinating effort with the Fish and Wildlife Service on District threatened and endangered species.
CHARLES (SKIP) WILLINGHAM, Archeologist, SO - For superior performance in advancing management and public awareness of cultural resources on the Forest.
JILL KELLEY, Wildlife Biologist, Island Park RD - For outstanding performance accomplishing District wildlife and fisheries projects and for extra effort writing NEPA documents and reports.
JOHN S. COUNCILMAN, Assistant District Ranger, Island Park RD - For outstanding performance integrating resource concerns including threatened, endangered and sensitive species with timber sales.
GARALD M. ANDERSON, Forestry Technician, Ashton RD - For long-term application of "New Perspectives" to maintain soil and site productivity (recommended by the Regional Office).
ROBERT O. RILEY, Forester, SO - For recognition by the Chief as "1991" Timber Person of the Year for Region 4.

Group

GLENN D. DAVIS, FARREN CHRISTENSEN and SCOTT KIDD, Engineering Equipment Operators, and RALPH HESKETT, Engineering Equipment Operator Helper, SO - For keeping traffic moving around guardrail installation sites. In a potentially hazardous situation, there were no accidents and no known complaints.
LISA KLINGER, Outdoor Recreation Planner, Ashton RD; LARRY ZAJANC, Law Enforcement Technician, Palisades RD; JILL KELLEY, Wildlife Biologist, Island Park RD; SONIA PAGE, Personnel Clerk/Typing, SO, and DENVER E. ERICKSON, Forester, Dubois, RD - For a significant contribution to the quality effort by providing an employee survey which will track trends/needs that may need to be implemented for better customer satisfaction.
MARSHA PHILLIPS, Program Manager; ALAN SILKER, Supervisory Natural Resource Specialist, and TERI THOMAS, Resource Assistant, SO; and ROBIN E. JENKINS, Forestry Technician, Island Park RD, and LOIS T. ANDERSEN, Support Services Specialist, Palisades RD - For significant contribution in providing a revision of employee performance elements/standards that incorporate total quality management.

Quality Step Increase

SUSAN L. HEALD, Forester, Ashton RD - For accomplishing all priority 1 and 2 standards to a high degree of professionalism while completing "Trees" and becoming a certified silviculturist.
DAN W. LORDS, Forestry Technician, Ashton RD - For continued high standards and extra effort enabling the District to exceed targets through the small sales program while maintaining sound stewardship of the land.
EUGENE MCGREGOR, Forestry Technician, Teton Basin RD - For outstanding performance in timber sale administration on the Teton Basin and Palisades Ranger Districts and for efforts as ID team leader on the Teton Basin District's small sales environmental assessment.

UINTA NATIONAL FOREST

Cash

LEONA (KATHI) ABRAHAM, Supply Clerk; KATHERINE FOREMAN, Purchasing Clerk; PAUL GAUCHAY, Administrative Assistant; TAMARA GREAVES, Accounting Technician; JAYLYNN PELL, Computer Assistant; and DIANE SHUMWAY, Resource Clerk, SO - For providing Receptionist coverage while continuing to perform regularly scheduled duties.
BARBARA DUCKETT, Personnel Clerk, SO - For outstanding accomplishment as Processing Clerk for the Forest.
MARVIN KLAIN, Civil Engineering (Co-op), SO - For outstanding assistance in developing facilities for the Pleasant Grove RD and for special efforts on campground improvement surveys.
DAVE HATCH, Landscape Architect, SO - For innovative design and installation of the Strawberry Bay amphitheater. This design was the Regional award winner for 1991.
CAROL JOHNSON, Civil Engineer, SO - For leading out in recreation contract preparation and supervising the survey crew activities in an excellent manner.
CYNTHIA SWANSON, Realty Specialist, SO - For outstanding accomplishment in lands and minerals.
SYD JACQUES, Civil Engineer, SO - For outstanding leadership in accomplishing Strawberry recreation projects and campground construction in an innovative manner.
JOHN REESE, Civil Engineer, SO - For outstanding, dedicated and innovative leadership in accomplishing Strawberry recreation projects.
CHARMAINE THOMPSON, Archeologist, SO - For outstanding support of the Forest cultural resource program and National Passport in Time Program.
MAURINE STEWART, SCSEP, Spanish Fork RD - Outstanding performance of her duties as an SCSEP enrollee.
STANLEY FERGUSON, JOE GONZALES, MERRILL HOOPER and DELMAR SINGLETON, SCSEP, Spanish Fork RD - For exceptional service in preparing the District administrative site for an excess property sale.
KENT CORNABY, Supervisory Forestry Technician, Spanish Fork RD - For his good Host attitude and going the extra mile to accommodate reservation groups displaced by construction activities.
KAREN LANDON, Clerk, Spanish Fork RD - For sustained superior performance of her personnel and property duties and her commitment to quality service.
LOLA MURRAY, Information Receptionist, Spanish Fork RD - For sustained superior performance of her duties, her willingness to assume additional duties, and her great Host attitude when dealing with the public.
DAVE GRIFFEL, Wildlife Biologist, Spanish Fork RD - For superior performance and outstanding leadership in the District's wildlife, fishery and law enforcement programs.
MARK SENSIBAUGH, Resource Assistant, Spanish Fork RD - For performance as the Acting Spanish Fork District Ranger.

Length of Service

BARBARA GARCIA, Wildlife Biologist, Heber RD - 10 years
VALERIE YOUNG, Resource Clerk, Heber RD - 10 years
LARRY CALL, Forest Landscape Architect, SO - 25 years

Quality Step Increase

LOYAL CLARK, Manpower Development Specialist, SO - For exceptional quality and outstanding performance in human resources, public information and interpretive services.
HELEN WOODS, Program Assistant, SO - For outstanding performance throughout 1991 during the transition between Forest Supervisors.
CAROLYN WOOD, Support Services Specialist, SO - For outstanding performance.

WASATCH-CACHE NATIONAL FOREST

Cash

KIM CHRISTENSEN, Criminal Investigator, Ogden RD - For excellence in law enforcement service to Ranger Districts.
CATHY LEFEVRE, Computer Programmer Analyst, Administration - For sustained superior performance and outstanding computer services.
KEN BROWN, Communication Specialist, SO - For sustained superior performance and outstanding customer service in communications.
MELANIE WHITESIDES, Personnel Clerk - For sustained superior performance and contributions in summer/seasonal employment process.
BRENT BAILEY, Personnel Clerk - For contributions in summer/seasonal employment process.
JERRY SMITH, Forester detailed from the Uinta National Forest - For an excellent job as a Forest Service field inspector for the Kern River Pipeline construction project.
NANCY BRUNSWICK, Forestry Technician, Evanston RD - For special effort and exceptional work on projects above normal work assignments.

Quality Step Increase

MARCI C. BODELL, Personnel Assistant - For outstanding performance in FY 1991.

Roll Call

ASHLEY NATIONAL FOREST

Promotions
JAMES F. SCOTT, Customer Service Assistant, Crescent RD, Deschutes NF, to Supervisory Forester, Flaming Gorge RD
PAULA BAILEY, Access Clerk, Duchesne RD, to Clerk Typist, Duchesne RD

Promotions in Place
LOREN D. WALKER, Administrative Officer, SO
JEFF WAALKES, Forestry Technician (Law Enforcement), Roosevelt RD
JANECE PHILLIPS, Accounting Technician, SO

Reassignments
DOLLIE M. ROCKWELL, Budget Analyst, Southern Forest Experiment Station, to Budget Analyst, SO
DALE A. SCOTT, Purchasing Agent, Deschutes NF (SO), to Resource Clerk, Flaming Gorge RD
ANNE G. CAREY, Acting Forest Planner, Green Mountain and Finger Lakes NF, to Supervisory Forester, Flaming Gorge RD

BOISE NATIONAL FOREST

Appointment
REX MILLER, Forestry Technician, Lowman RD

Promotion
DERI YOUNG, Personnel Assistant, SO, to Employment Program Specialist, White River NF

BRIDGER-TETON NATIONAL FOREST

Appointments
SUSAN HUDSON, Information Assistant, SO
JOHN KUZLOSKI, Management Assistant, SO

Promotion
BEN WORTHINGTON, Soleduck District Ranger, R-6, to Deputy Forest Supervisor, SO

Promotion in Place
REBECCA TALBOTT, Recreation Forester, Buffalo RD

Resignation
DONA SMEDLEY, Administrative Officer, SO

CARIBOU NATIONAL FOREST

CHALLIS NATIONAL FOREST

DIXIE NATIONAL FOREST

Appointments
CATHY LYNN EVANS, Civil Engineer, SO
CHARLOTTE S. COLEMAN, Resource Clerk, Escalante RD
JULIE ANN DAVIS, Resource Clerk, Cedar City RD

Promotions in Place
TAMERA L. DRAPER, Support Services Supervisor, Teasdale RD
RONALD S. WILSON, Cedar City District Ranger

Reassignments
DAVID JEPPSEN, Civil Engineer, SO, to Civil Engineer, Fishlake NF
JULIANNE E. THOMPSON, Hydrologist, SO, to Hydrologist, Tongass NF, R-10

Retirement
GENEAL P. SHURTZ, Resource Clerk, Escalante RD

FISHLAKE NATIONAL FOREST

Promotions
ROBIN HAMILTON, Resource Specialist, Beaver RD, to Range Conservationist, Loa RD
RICHARD FARRAR, Medora District Ranger, Custer NF, to Interdisciplinary Branch Chief, SO
MELODY JOHNS, Payroll Clerk, SO, to Civilian Pay Technician, SO

Reassignment
MURICE BROWN, Survey Technician, SO, to Survey Technician, Wasatch-Cache SO

HUMBOLDT NATIONAL FOREST

Appointment
LINDA SORENSEN, Clerk Typist, Ruby Mountains RD

Promotion
ALLEN TAYLOR, Electronics Technician, Mendocino NF, to Telecommunications Specialist, SO

Promotions in Place
JUANITA MENDIVE, Engineering Technician, SO
JEFFREY JONES, Geologist, Ely RD
AMY BALLARD, Forester, Ruby Mountains RD

Reassignment
LESLIE SKIBINSKI, Geologist, Allegheny NF, to Resource Specialist, Mountain City RD

MANTI-LA SAL NATIONAL FOREST

PAYETTE NATIONAL FOREST

Appointments
JIM FITZGERALD, Hydrologist, SO
SHANE A. JEFFRIES, Wildlife Biologist, Council RD
STEVEN T. MARCHI, Student Trainee (Engineer), SO
LARRY HARTGRAVE, Forestry Technician (Fire Management), SO

Promotion
TRACY B. BECK, EIS Team Leader, Council RD, to Forester, Council RD

Reassignments
VINCENT D. WELBAUM, Supervisory Forestry Technician, Mariposa RD, Sierra NF, to Supervisory Forestry Technician, New Meadows RD
LINDA L. JOHNSTON, Resource Clerk, Krassel RD, to Purchasing Agent, SO
JAMES REES, Wildlife Biologist, Wenatchee NF, to Wildlife Biologist, SO
ERIC BRUNNER, District TMA, Six Rivers NF, to Supervisor Forester (TMA), Council RD
LEE JACOBSON, Co-op ED, Wasatch-Cache NF, to Fishery Biologist, New Meadows RD

Transfer Out
JOSEPH F. BATES, Air and Fire Management Officer, New Meadows RD, to Bureau of Land Management in Sacramento, California
JENNIFER BALIS, Civil Engineer, SO, to Federal Highway Administration
MARK STORZER, Hydrologist, SO, to Bureau of Land Management in Boise, Idaho

SALMON NATIONAL FOREST

SAWTOOTH NATIONAL FOREST

TARGHEE NATIONAL FOREST

Appointments
LILLIAN MAYER, Botanist, Dubois RD
KEVIN DUNCAN, Information Assistant, Palisades RD
GREGORY SORENSON, Range Conservationist, Teton Basin RD
KAYE ORME, Student Trainee (Forestry), Island Park RD
DION E. WILSON, Office Automation Clerk, Island Park RD

Promotion
SHELBY JORDAN, Surveying Technician, SO, to Land Surveyor, SO

Promotions in Place
LINDA MERIGLIANO, Forester, Teton Basin RD
GARY DEAN, Fisheries Biologist, Palisades RD
ELLEN SPICKERMAN, Hydrologist, Palisades RD

Reassignments
JACK HADDOX, Forester (Adm.), Teton Basin RD, to Natural Resource Specialist, Island Park RD
DUANE MONTE, Soil Scientist, Payette NF, to Soil Scientist, SO
RONNA MONTE, Hydrologist, Payette NF, to Hydrologist, SO

Transfer In
JOHN H. BOGLE, Outdoor Recreation Planner, BLM, to Natural Resource Specialist, Teton Basin RD

TOIYABE NATIONAL FOREST

Promotions
THOMAS FROLLI, Range Conservationist, Austin RD, to Supervisory Range Conservationist, Austin RD
PEGGY GARRISON, Personnel Clerk, SO, to Personnel Assistant, SO
LINDA SPRAGUE, Information Receptionist/Typing, Tonopah RD, to Resource Clerk, Tonopah RD

Reassignments
RONALD BURRAYCHAK, Supervisory Wildlife Biologist, SO, to Fish and Wildlife Manager, SO
WAYNE FRYE, Geologist, Bridgeport RD, to Interdisciplinary Geologist, Austin RD

Resignation
SHIRLEY SCHLAEGEL, Support Services Specialist, Bridgeport RD

Transfer In
KAHLENE WHITAKER, Conveyance Examiner, BLM (Reno), to Management Assistant, SO

UINTA NATIONAL FOREST

Promotions
DEANNA NELSON, Ecologist, Spanish Fork RD, to Wildlife Biologist, Heber RD
PAUL GAUCHAY, Administrative Assistant, SO, to Budget Analyst, SO

Reassignments
KATHERINE FOREMAN, Purchasing Clerk, SO, to Personnel Clerk, SO
BRET RUBY, Forestry Technician, Ashley NF, to Forestry Technician, Heber RD
JAYLYNN PELL, Computer Assistant, SO, to Resource Clerk, Manti-La Sal NF

Retirement
JERRY SMITH, Forester, Engineering and Minerals, SO

WASATCH-CACHE NATIONAL FOREST

Appointment
KARLA PRUDENT, Information Receptionist, Logan RD

Promotion
GLORIA MCCABE, Personnel Management Specialist, Umpqua NF, to Personnel Officer, SO

Promotions in Place
THOMAS KIMBROUGH, Meteorological Technician, Salt Lake RD
DAVID REAM, Outdoor Recreation Planner, Salt Lake RD

Reassignment
LEE JACOBSEN, Student Trainee (Fishery Biologist), Logan RD, to Student Trainee (Fishery Biologist), New Meadows RD

OF INTEREST

DAVE JAY has retired. His most recent job was as Deputy Regional Forester in Region 5. Earlier in his career, he was Forest Supervisor of the Targhee National Forest.

FORMER REGIONAL FORESTER STAN TIXIER HAS BEEN APPOINTED BY SECRETARY MADIGAN TO THE USERS ADVISORY BOARD. Stan is one of eight members of the 25-member board representing producers of agricultural commodities and forest and agricultural products.

OBITUARY

Orpha C. Lindstrom, age 90, died January 12. Orpha retired as Chief Clerk (now called the Office Management Assistant position) of Range Management in the Intermountain Regional Office of the Forest Service after 44 years of service. During that time, she served as an officer of the Forest Service Women's Association and held several offices in the local chapter of the National Federation of Federal Employees. Her interests were music, Swedish pastries, cooking, needlework, gardening and other outdoor activities, as well as worldwide travel.

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TO:

VIEWPOINTS

A "Letters to the Editor" column by any name is still the same. And each month, from now on, a page of the Intermountain Reporter (called "Viewpoints") will be yours to express yourself publicly on work-related matters that may interest your co-workers. The rules are few. We hope this is a column you will feel good about.

RULES FOR YOUR LETTERS:

1. Letters containing personal attacks on individuals, gender offensive comments, ethnic slurs, curse words or obscenities will not be printed.
2. Letters should be 300 words or less.
3. Letters will be printed anonymously (if requested). Although we will require a signature on the original submittal, the author's privacy will be protected by the editor.
4. Letters expressing differing viewpoints will be printed. In cases where numerous incoming letters are philosophically repetitive, the editor may limit the number that will be printed.
5. Subject matter should be related to the Forest Service or its activities.
6. If letters show Regionwide misunderstanding or interest in a matter, a comment or response from the Regional Forester may be printed. This should not normally be expected.
7. Letters on a particular subject may be cut off by the editor when it appears that all aspects of an issue have been represented.

Send letters to: Editor, Intermountain Reporter
Public Affairs Office
Intermountain Region
USDA Forest Service
324 25th Street
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